FINAL TASK FORCE REPORT
TO THE LIBRARY JOINT POWERS BOARD
ON

FINANCIALLY SUSTAINABLE
SERVICE MODELS

FOR THE SANTA CRUZ PUBLIC LIBRARIES

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Santa Cruz
Public Libraries
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Executive Summary

In 2007, library financial projections indicated that because expenses were rising faster than revenues, significant library budget deficits would occur within a few years. With the onset of the economic downtown, in order to balance the budget, the Library system significantly reduced hours and staff, initiated a furlough, slashed the materials budget, and needed to borrow significant funds from the City of Santa Cruz to cover short term cash flow needs. The 2010 Library Strategic Plan included financial sustainability as one of the key library strategic priorities.

In June 2010 the Library Joint Powers Board (LJPB) authorized the formation of a citizen/board/staff task force to develop a range of fiscally sustainable service models for the Santa Cruz Public Libraries (SCPL). Concurrent with this, they allocated funding for the development of a new staffing model and plan for SCPL. This report provides background as to the process followed, information gathered and finally the four service models from which the LJPB can choose.

 The staffing model and plan was designed to incorporate "best and next practice" and lend to the service principles that were emerging from the library leadership, LJPB and Joan Frye Williams. It was developed for scalability and according to design principles of the LJPB. The staffing model and plan is presented as a separate document as it was not part of the task force charge but does have a significant impact on the service models

The task force met regularly from August 2010 through January 2011. Joan Frye Williams, a renowned library futurist consulted with the task force. She provided information about trends and issues in public libraries in the 21st Century and critiqued the service models when they were in draft form. The new staffing model and plan developed by consultant Ruth Metz and Library Director Teresa Landers was applied to each service model. Cost projections for the next 5 years were developed based on the staffing model, existing known expenses and expenses needed to successfully implement each service model.

A comparative overview of the 4 service models is presented below. A more detailed description of each service model is presented in the body of the report. These individual overviews follow the same format but were written by each of the self-selected teams that worked on each service model. There has been no editing, evaluation or analysis of the service models by the task force as a whole. In Appendix V, there is supporting information for each service model according to what each team felt was needed.

The appendices contain important supporting and additional information that was considered too detailed to be included in the body of the report. They also provide additional statistical information to provide a context for the library's operations.

SUMMARY OF SERVICE MODELS

Service Model Summary: Description

Model A	Model B	Model C	Model D
A system of 7 branches open a total of 290 hours per week; an average of 41.4 hours per branch.	A system of 10 branches open a total of 337 hours per week; an average of 33.7 hours per branch.	A system of 10 branches open a total of 391 hours per week; an average of 39.1 hours per branch.	A system of 6 branches open a total of 268 hours per week; an average of 44.7 hours per branch.
Branches open 5-7 days/wk; 30-60 hrs/week	Branches open 4-7 days/week;16-51 hrs/week	Branches open 30-50 hrs/week; 5 days/week	Three branches are youth focused and three are "all purpose."
Traditional approach to facilities, collections, programs and services.	Three branches are staffed by one regular staff member and one volunteer.	Every branch is treated as a community-based learning place that serves people of all ages and interests.	Focus is on using staff to reach users in a variety of ways including fixed facilities but going beyond and providing programs and services "where people are."
One branch will focus on technology	One of these three focuses on Genealogy and Local History.	Hours are allocated based on providing the most hours in the most locations.	Hours are allocated based on relative level of usage.
Hours are allocated based on relative level of use.	A fourth branch focuses on technology. Two branches focus on youth .The remaining four are "all purpose".	All branches are fully staffed by paid staff (volunteers not required to keep branches open).	

Service Model Summary: Goal

Model A	Model B	Model C	Model D
To create a balanced, flexible library budget by adjusting the largest independent variable available – personnel – to a maximum of 65% of the overall budget so that money can be redirected to materials and capital reserves.	To meet the need for a financially sustainable library system that emphasizes responsive quality service to our community. To increase partnerships with related agencies, organizations, and individuals. To focus on all forms of literacy in all the library does.	To increase total open hours of the library system. To provide the maximum number of Santa Cruz County residents with geographically-convenient public library services. To insure that each branch collection contains current and changing materials. To nurture public support sufficient to ensure passage of a library bond measure for capital improvements.	To remain relevant to a wider population than is currently the case by changing the face of the library in the community. To enhance the library's value to individuals and the community by increasing and broadening the library services delivered in branches, in the community and via the web.

Service Model Summary: Philosophical Basis/Underlying Assumptions

Model A	Model B	Model C	Model D
That future changes will be a process of information and advice provided by the Library Director and deliberated and decided on by the Joint Powers Board. Focuses on budget amounts that translate to head count, open branches, hours of operation, and affordability of future needs. By maximizing many of the efficiencies researched by the task force we can maintain current traditional services and programs. By containing personnel costs at a fixed percentage of the overall budget, money can be directed to programs, materials, technology, capital projects and other library needs.	Promoting and supporting a broader definition of literacy is critical to the future of our community. Physical materials will decrease as electronic media increases. Most people prefer to interact with a real-life person, rather than a virtual one, and a face (Skype) is preferable to the phone. Increased programming increases the diversity of library users, is value added and is a marketing tool for increased use of library services. Lifelong learning and digital literacy are increasingly important. People and groups in the community are interested in partnering and volunteering. Collaboration is a preferred and more productive method of working requiring more small group space.	Resources are available to support 10 branches. All branches have populations of users for whom a specific branch is important for their personal library experience and community connections. The library is becoming increasingly important as a community gathering place – a place for families, individuals and seniors to socialize, study and share cultural and other experiences. There exists a growing pool of baby boomers and other citizens with interests and talent, looking for ways to give back to the community. Citizens who voted in support of library Measures B and R, believed in the priorities set forth by these measures and understood that their tax dollars would be spent in accordance with those measures. With increased hours and eventually improved facilities, user statistics and public satisfaction will increase.	There are insufficient resources to support 10 branches and to also provide 21st century library facilities, excellent collections and an improved level and quality of library services appropriate in a contemporary library system. Fewer, larger branches are preferable because of the ability to allocate resources more efficiently. Because the number of active library patrons is steadily declining, SCPL must become relevant to a wide demographic community with a range of materials, services, and programs to reinvigorate our system. The library needs to increase the number of people accessing library services and receiving value from them, whether in branches, in the community, or via the web.

Service Model Summary: Distinguishing Features

Model A	Model B	Model C	Model D
Services and hours will be determined based on the number of staff that can be afforded within the budget percentage for personnel, with a priority on maximizing operating hours.	The primary delivery method for reference and reader's advisory is a System Reference Team in four branches with remote and virtual reference delivery in all branches.	A minimum of 30 hours at each branch, with hours ranging from 30 to 50, with five open days per branch. All branches staffed by paid staff (volunteers not required to keep branches open).	Provides convenient, equitable access to library facilities and increases access to materials, programs and services across the community.
Allocate 65% of the overall budget for personnel costs.	Allocated hours take into account use patterns and busiest times of day and focus on convenience and consistency.	Positions every branch, large or small, as a center of excellence for lifelong learning, early literacy, technological literacy, and community gathering.	Six library branches that are open a sufficient number of hours to serve the public.
Adopt a minimum standard of 10% for the materials budget.	Library services are not be limited to the physical branches: users will find programming at community sites, bookmobile service throughout the service area, and an e-branch open 24/7 offering access to electronic information and online tutoring.	All branches have an ample and changing collection, including current materials.	Access to services and materials throughout the community, outside of library walls -- expanding bookmobile, outreach, and, via community partnership to increase the number of people touched by and benefiting from library services.
Establish a new capital reserve fund for upgrades and capital projects. This reserve fund will be approximately 3% of the budget annually.		Use of high-impact volunteers for expanded program delivery, except core programs for children and teens which is delivered by staff.	
	Partnerships and collaborations are essential.	Collaboration between staff and community members result in strong partnerships that enhance the library experience.	Increased numbers and types of services and collections in virtual and online spaces, many of which are available 24/7 and which can be accessed inside a library branch, in a community space, or from home.
	The physical spaces will accommodate the increasing demand for collaborative workspace.		

Service Model Summary: Strengths

Model A	Model B	Model C	Model D
An increased materials budget of 10% will allow the system to address the deficiency in current materials. The increased budget will also allow the Library to explore more digital content for both reference services and patron use. Establishing a new capital reserve fund for upgrades and capital projects will allow the library system to make the short-term changes needed to operate more efficiently and to begin saving for future larger-scale improvements. Funds are budgeted for Automated Materials Handling Systems at Downtown, Aptos and Scotts Valley, allowing the system to save approximately $120,000 annually in personnel costs once the systems are implemented.	Specialized facilities and staffing have been created to support and enhance the expanded definition of literacy throughout the county. Library is poised to adapt to the changing literacy and life learning needs of the public. Two facilities will become community learning centers focused on homework help and learning to read. Branciforte Branch will be converted to a Tech Lab; Garfield Park will become a local history center. We cannot do all things at all branches at all times, so these branches, available to all residents, will serve as seeds for development. The most effective elements will be expanded into other branches.	Achieves a high number of system open hours spread among ten branches. Achieves the primary objectives of Measures B and R through which the citizens of Santa Cruz County agreed to tax themselves in perpetuity. Enhances programs and services in all branches by harnessing the skills, creativity and energy of high impact volunteers and community partnerships throughout the system. Is aligned with the Board resolution of May 2, 2005 "that the Library Joint Powers Board create a policy not to close branches, commit that we are going to make the policy of not closing branches the cornerstone of how we handle our budget process and declare that keeping branches open is a core service." Maintains strong support throughout the County for the Library system. More abundant collections in each branch continually refreshed.	Generates sufficient operating surplus to provide needed capital improvements and building maintenance, and to take advantage of strategic opportunities. The surplus is also available to cover potential increases in pay and benefit expenses beyond the assumptions. Each branch is open convenient hours and provides reasonable, equitable access for the community. Designed to change the allocation of resources within the library system to increase relevance and access by reaching out to the very large percentage of our population that does not actively use library services (70%).

Service Model Summary: Risks

Model A	Model B	Model C	Model D
Focuses primarily on the short term and doesn't provide a reimagining of how library services are offered.. Does not specifically address the decline in library usage over the past few years (even before the current cuts were implemented) and does not offer many new strategies to ensure the library stays relevant and meaningful in our community. Closing three branches could harm long-term support for the Library system throughout the county.	People and complementary organizations in the community might not want to volunteer or be partners with the Library to the extent needed to ensure the provision of desired services and programs.	The volunteer program will be supported by the creation of a new position, however it is possible that it will not be as successful as anticipated. This would result in less adult programming. Reduction in Reference staffing may overburden paraprofessional staff with questions they have not been trained to address.	Area residents who currently use the branches which will close (11% of 07/08 system circulation and 7% of 09/10 system circulation) may be inconvenienced as they adapt to the re-configured system or may reduce their use of library services. Recognizes there is a risk that support for a bond or other tax may be diminished by closing branches, but feel this is balanced by the increasing support for the library created by increasing relevance of the library to the entire community.

Service Model Summary: Compromises

Model A	Model B	Model C	Model D
Closing three branches means that some patrons will be forced to access a branch that is farther away from their current branch or less convenient. Although Reference will be a centralized service available to everyone, it will be minimally offered during some branch open hours in the morning in order to focus on heavier-use times such as after-school.	La Selva, Felton, and Garfield Park have a staff to volunteer ratio of 1:1. This puts service at some risk unless there is a good backup system. Open hours and the materials budget are below national norms. The intention is that both will increase as finances allow.	Reference and readers advisory is slightly reduced from the baseline staffing model and plan. To achieve high total system hours, number of open days and number of hours at some branches are less than in some other service models.	Closing four branches means that 1) patrons must access a branch that is 5 to 10 minutes away from their current neighborhood branch or avail themselves of community based services and 2) a community gathering place is no longer provided in these neighborhoods by the SCPL. Materials budget remains slightly above the current standard of 8% of costs instead of increasing to an amount consistent with California and national norms.

METRICS FOR ALL SERVICE MODELS*

- FY07/08 circulation and visitors data is used to calculate metrics as that is the last year before hours and staff were reduced and so reflects a better picture of library usage.
- The service population for FY10/11 was used
- Costs represent costs in year 5 of the projections

	A	B	C	D
Cost/square foot	$ 54	$ 53	$ 54	$ 52
Cost/visit	$ 8.96	$ 8.92	$ 9.03	$ 8.76
Cost/capita	$ 53.53	$ 53.28	$ 53.95	$ 52.34
Population served/FTE	2,363.4	2,345.1	2,222.2	2,371.4
Cost/circulation	$ 5.67	$ 5.65	$ 5.72	$ 5.55
Visitors /open hour	4,366	3,757	3,238	4,724
Circulation/hour	6,897	5,935	5,115	7,463
Circulation/FTE	22,297	22,124	20,964	22,371
Average open hours/branch	41.4	33.7	39.1	44.7
Number of branches	7	10	10	6
Total open hours/week	290	337	391	268
Total FTE	89.7	90.4	95.4	89.4
Personnel as % of operating costs	63.2%	67.1%	66.7%	66.6%

FINANCIAL SUMMARY FOR ALL SERVICE MODELS*
Finances in Year 5

Note: All costs are not represented. Refer to the 5 year projection spreadsheet for each service model for a complete listing of expenditures

	A	B	C	D
REVENUES	$11,632,599	$11,632,599	$11,632,599	$11,632,599
EXPENDITURES				
Materials	$1,163,260	$930,608	$988,771	$982,955
Personnel	$7,173,661	$7,582,434	$7,629,560	$7,385,489
Costs common to all Models	$880,741	$880,741	$880,741	$880,741
Model Specific Costs	$858,592	$1,016,808	$990,966	$895,679
TOTAL OPERATING EXPENDITURES	$ 11,349,288	$11,294,477	$11,439,393	$11,096,334
FUND BALANCE	$604,798	$1,061,578	$564,597	$1,453,505
CASH FLOW/EMERGENCY RESERVES	$1,000,000	$1,000,000	$1,000,000	$1,000,000

*ERRATA: These are corrected as of 2/1/2011

Hours per Branch

	Model A	Model B	Model C	Model D
Aptos	40	44	42	52
Boulder Creek	30	27	37	24
Branciforte	40	32	37	0
Capitola	40	35	37	40
Felton	0	20	37	0
Garfield Park	0	16	37	0
La Selva Beach	0	20	30	0
Live Oak	40	44	42	40
SC Downtown	60	51	50	60
Scotts Valley	40	48	42	52
Total Hours	290	337	391	268

Introduction and Charge

In 2007, library financial projections indicated that because expenses were rising faster than revenues, significant library budget deficits would occur within a few years. With the onset of the economic downtown, in order to balance the budget, the system significantly reduced hours and staff, initiated a furlough, slashed the materials budget, and needed to borrow significant funds from the City of Santa Cruz to cover short term cash flow needs. The 2010 Library Strategic Plan included financial sustainability as one of the key library strategic priorities

In the Spring of 2010 several budget alternatives were presented to the Library Joint Powers Board (LJPB) in an attempt to come up with a balanced budget for FY2010/2011. While this was accomplished it included a continuation of both the 10% furlough and a severely reduced materials budget. In recognition that both of these are short term solutions, the LJPB established a Board/Citizen/Staff task force to develop several alternative service models that would be financially sustainable and would support best service practices.

The task force included four LJPB board members, one citizen member from each branch area (the four branches with Friends chapters selected their representative), and two staff; one of whom was the Library Director. Upon the recommendation of Consultant Joan Frye Williams two additional staff were added. In addition, a volunteer facilitator from the Santa Cruz Conflict Resolution Center agreed to assist with process development and meeting facilitation. A San Jose State School of Library and Information Science intern was hired to provide assistance.

The Friends of the Library agreed to fund the consulting services of a library futurist, Joan Frye Williams. She provided context for and education of the task force members who had, for the most part, very little knowledge about the complexities involved in managing a public library in the 21st Century. She helped them get up to speed on the changes libraries are facing nationwide, trends in the profession including efficiencies other libraries have identified. She also reviewed the draft service models and provided feedback based on best practices.

Concurrently, the LJPB had funded the creation of a new staffing plan in FY10/11. Ruth Metz, an experienced Strategic Planning and Organizational Development consultant was contracted for the development of this new staffing model and plan. She then worked closely with Director Landers so the fundamental concepts of this staffing model could be incorporated into the service models. Once a service model is selected, she will continue to work with the Library on the implementation of the staffing plan as it relates to the new service model. A report summarizing progress thus far on the staffing plan is provided separate from this report on the service models.

The following parameters were established by the LJPB:
- o Materials budget at a minimum of 8% of costs
- o A 10% reserve (approximately $1 million) built over 5 years for cash flow and emergencies (reserve for capital needs not included)

- A range of different service models for the LJPB to consider (no specific number)
- Fiscal sustainability
- Alignment with Strategic Plan priorities, mission, and vision.
- Report due by the end of January 2011

The Process

GETTING STARTED
- A steering committee was established to prepare for and guide the process. It was composed of four LJPB members, the Library Director, the intern and the facilitator:
- This group was responsible for planning agendas, preparing materials, identifying work/tasks to be done, and ongoing management of the process.
- It was decided to hold two hour meetings two times per month. Early on everyone agreed three hours would be needed and by December it was clear that weekly meetings would be needed until the final report was submitted.
- The four branches with Friends chapters selected their representatives.
- A county wide application process was followed for the selection of the remaining six members. More applications were received than there were positions. The steering committee reviewed the applications and agreed by consensus on the final composition of the task force.
- A detailed notebook with background information on the library and how it functions was prepared for each task force member and is available for review at Library Headquarters.
- The contract for Joan Frye Williams was finalized. Her resume can be found in Appendix VIII.
- In December, several additional staff began attending meetings as observers as a result of the development of a staff generated service model. Their attendance was necessary so they could work on their service model with the same information and guidance as the other service models.

THE MEETINGS
- The task force met for the first time at the end of August 2010.
- The first few meetings were spent orienting the task force members to the Santa Cruz Public Library (SCPL) including the financial issues and the strategic plan, providing a crash course in Library 101, giving tours, sharing background information, etc.
- The definition and scope of a service model were discussed. The basic process was set: task force members would create service models based around services provided by the library. Then the Director (with the assistance of the HR consultant) would develop the staffing requirements of such a service model and apply other operational costs.
- Two subcommittees were formed:
    1) a costing subcommittee to prepare the framework and process for costing each service model

2) an evaluation subcommittee to prepare the evaluation and analysis format and process to be applied to each model.

- Consultant Joan Frye Williams met with the task force twice. During her first visit she talked about national library trends and identified efficiencies for the task force to investigate. Her list can be found in Appendix II
- Frye Williams also discussed the criteria by which sustainability of these efficiencies can be measured. Does the efficiency:
  - Show- Are there direct results visible; does it match priorities including the Strategic Plan?
  - Grow- Is it scalable; is it just in time or just in case; does it encourage repeat visits; does it focus on routine occurrences rather than exceptions?
  - Flow- Is it equitable; can it be implemented without the need for public training and/or assistance; is it based on demand rather than tradition; does it align with the everyday workflow?
- Task force members then researched the efficiencies recommended by Frye Williams as well as others they discovered themselves. Many task force members visited other libraries in the Bay Area and shared their experiences.

SERVICE MODEL DEVELOPMENT
The next step in the process was for service models to be developed.
- Task force members self selected into teams.
- Each team took a different focus and philosophical approach to the development of service models.
- Each team began to design their service model by identifying the services that the service model would provide (e.g. reference services on site, bookmobile services, children's' programming at all branches, etc).
- Appropriate service efficiencies ((e.g. automation, self service, etc) were chosen based on the task force's research and the information provided by Joan Frye Williams
- Each team defined the facility infrastructure (branches) for their service model and described each branch from a service perspective.
- Library open hours were set.
- Six teams developed six complete service models for review.
- Two limited service models were also developed, which could be incorporated and used by the complete service models as the teams desired. One of these, the Digital Technology Station is presented in Appendix VI. It was recognized that the design process would be iterative with changes required based on staffing requirements and costs.
- The service models were each "costed" to make sure they were in the ballpark financially.
- During this time Library staff were eager to be more involved so staff were given the option to develop a service model. Several staff teams submitted service models. One was selected and eventually combined with another task force developed service model.

- Next, the service models were evaluated by Frye Williams Her comments are presented in Section III and the service models were revised. Eventually the six complete service models and two limited service models were combined and adjusted so that four service models were brought forward for complete costing, analysis and evaluation. These four service models are discussed in detail beginning on page 22.

SERVICE MODEL COST ANALYSIS
Costing consisted of several elements which culminated in a five year projection of revenues and expenditures. Full costs for each service model are presented at the end of the discussion of each service model.
- Personnel: The services provided by each service model were reviewed for impact on staffing requirements. The new staffing model was applied to each service model with variances dependent upon service model specifics.
- Costs no matter which service model is adopted.
- Costs that are impacted by the service model selected:
  - System costs that are dependent on the number of branches and/or hours such as janitorial services, utilities, rent, etc.
  - Costs that will be incurred in order to implement the specific service model such as automated materials handling or remodeling to achieve efficiency in providing various services.
- Special funds which are replacement funds for technology and vehicles.
- Reserve funds for cash flow and emergencies and capital improvements.
- Books and materials that form the collection.

As each service model was finalized Library Director Landers and Management Analyst Kira Henefin completed the costing. The costing was reviewed by the Santa Cruz City Finance Department and Consultant Ruth Metz for the staffing element.

EVALUATION AND ANALYSIS
Each team provided its own evaluation and analysis. Task force members were invited to post comments on each service model on the task force web page. The teams then had the option to revise their service models based on this input.

No evaluation was done by the task force as a whole or by any independent body or individual. The service model overviews contain the evaluation done by each team.

Library 101: Building a Foundation
Perhaps the biggest challenge facing the task force was their relative lack of in-depth knowledge about the field of librarianship and what it takes to run a library. The task force members were generally well versed in the services provided by libraries, the experience of being a library patron, and had specific knowledge of one or more branches in the Santa Cruz system.

Like any profession there is jargon and a base of knowledge that those who work in the library field take for granted. As discussed above, in order to get the task force up

to speed as quickly as possible the task force received a crash course in libraries. Library Futurist Joan Frye Williams was engaged to help build a solid foundation as quickly as possible.

Frye Williams discussed trends, efficiencies, and basic building blocks to consider when designing a library service model. She challenged assumptions and beliefs. Key elements of what she discussed in her two visits are presented here in order to provide a context and common language for those who were not part of the task force itself. Therefore her comments were made as part of providing information about trends in library services and also in direct response to a review of rough drafts of task force designed service models.

On Usage
- People use libraries based on where they work, go to school, and travel during course of day -- not where they sleep.
- Libraries are not destinations but are part of other trips.
- Library usage is affected by (in this order) convenience, collection (available resources), parking, cleanliness and natural daylight.
- We can design to the nostalgic or to usage patterns. Designing to nostalgia will kill service.
- 85% of public library circulation stems from serendipity (meaning patrons don't come into the library knowing what item they are looking for). The Library adds value via discovery. If the library's primary function is to be a warehouse of materials with a focus on content rather than on service then the service model will need to reflect this.
- The concept of a big central library just for the sake of it being central is no longer valid. Resources are best allocated to align with dynamic populations. A large centrally-located facility (might call it a "branch" with more services and bigger collection) may still be needed if that is where the dynamic population is located.

On Volunteers
- The most effective use of volunteers is when the ratio of volunteers to staff does not exceed 1:1.
- Deploy volunteers in larger programs and facilities with staff around them so there is balance. If the ratio is greater than 1:1, the value to volunteers decreases and the volunteers are less effective.
- Be careful about where you will have liability with volunteers: alone with children, heavy lifting, being unsupervised. These can lead to problems.
- Volunteers cannot replace most staff but can work side-by-side with some limitations. She recommends against having volunteers working inside the firewall on mission-critical automated systems without paid staff nearby.
- Programs can be developed by volunteers within specific guidelines but staff has professional training. Using volunteers so the library can have extra open hours requires a different approach to deciding on open hours than using a formula basis based on usage.

Use of high impact volunteers will not buy more open hours, but can enhance programs and services.

On Bookmobiles:
- The return on investment per unit transaction costs is higher if you go where people are. However, the bookmobile is highly valued and loved (ROI for Love) if you go where people need it. The bookmobile is a very personal experience and can be an amenity where amenities are lacking.
- Bookmobiles are effective where there/it is:
  - a history of having a bookmobile.
  - more of an event and programming than a branch.

On Library Size, Efficiency and Open Hours:
- The sweet spot for maximum efficiency -- most service with fewest staff -- is 24,000 to 40,000 square feet. With less than 24,000, you start to compromise on optimal use of staffing and collections.
- In settings where the dynamic population does not justify a larger facility, the trend is toward community resource centers with a library presence
- Busyness will not automatically increase proportionally with the addition of hours. Issues of convenience, size and quality of the collection, level of services available in addition to just being open will take priority.
- In order to be defined as a library, there is an expectation of minimal level of service: :
  i. Refreshed collection
  ii. Children's' services
  iii. Certain level of consultation and coaching

  Otherwise call it something else and define what that is.
- Lots of hours and minimal service is not a library. It is a reading room.   Just opening doors with baseline staffing is not a library.
- Gradually move to right and right-sized locations following a long term master plan. Use repurposed branches (broaden beyond library mission).   This is never pretty, but is going on actively elsewhere.
- A smaller facility could be repurposed into a community resource center with a library presence. Think about maximizing the County's investment.
- Every branch does not need to provide the exact same services, but every branch should be a center of excellence for what it does Each branch should be right-sized. Every place contributes to the whole.

On Staffing:
- Librarians should be used as designers and professionals.
- Rangerider option – cadre of people delivering programs and getting out into the community. They can become a good way of knowing what's happening, comparing things, evaluating things, good at making community connections.

In General:
- Be convenient .

- Be efficient and centralized.
- Leverage assets like volunteers.
- Focus on the local- what can library do locally that cannot be done by others.
- Resist "silos" (physical branch vs virtual branch). Define in terms of services; virtual services can be accessed from the point of entry.
- Library needs to hang out virtually where people are: discussion groups, Facebook groups etc., and have library staff participate bringing library information into the discussions.
- E-Books and emagazines are less expensive for individual consumers but not yet for libraries.

Staffing Model and Plan

The staffing model and plan were developed independently of the task force. A baseline staffing model and plan were needed early in the task force process so that each of the service models could be costed out to determine financial feasibility and sustainability. Obviously staffing is one of the Library's major expenditures. A separate report detailing the staffing model and plan is available. The following is an excerpt from that report that provides the basic framework and approach to a scalable staffing model and plan:

"The goal of the proposed staffing model is to efficiently, purposefully, and dynamically deliver services that engage the public. The model emphasizes staff empowerment and the purposeful use of staff for service and program design and delivery.

This staffing model is organized around four interdependent functional spheres of service: onsite services, system wide program and service design, collections (both physical and virtual), and support and administration. All four spheres of service contribute to the whole.

The staffing model is scalable. The allocation of resources to facilities, programs and services, collections, and support and administration can flex according to the available resources, according to the service model that the library board eventually adopts, and according to the priorities of the library leadership over time."

No matter which service model is adopted, this new staffing model and plan reflects a radical shift from current practice with the goal of creating maximum efficiencies from structural changes in staffing.

It is important to note that this new staffing model has been applied to each service model at a high level in order to develop cost estimates. Each service model has not been thoroughly studied for specific detailed staffing impacts. Once a service model is selected, the work to define staffing details will begin and staff will be able to develop more specific costs.

The Service Models

Consultant Joan Frye Williams reviewed the initial rough draft of each of the service models and made some observations about the various approaches and assumptions. Her role was not to provide advice on which service models or aspects of service models should be incorporated, but to provide feedback which each team could consider as they moved ahead with finalizing their service model design, evaluation and analysis. Her approach is summarized below:

First she identified the differences in the primary drivers of services in the service models:

- Content- This driver focuses on what the materials will be in the branch- physical, virtual, some of each, targeting a specific group such as by age or language.
- Activities - This driver focuses on how services are provided in the service model. Are they traditional services working in new ways or new services?

Second she discussed the importance of considering two primary issues:

- What will have the biggest impact long term?
- What is the key to sustainability?

Third, she asked the task force to consider whether we are looking for new ways of doing what we've pretty much done or changing what we do?

There are some common elements built into all the service models so these will not be specifically discussed in each service model overview. These include:

- Funds established for the replacement of library vehicles and technology
- The selection of materials, program design, and the provision of Reference Services, which is done centrally
- The use of volunteers is optimized
- Self-check/self pick up of holds is assumed because it is already being implemented
- Single point of service (consolidated service desks) will be implemented wherever possible (remodeling for this to occur does vary by branch)
- The expectation will be that staff will not be tethered to a desk but able to rove throughout the facilities
- A facilities master plan is needed; preferably in FY11/12
- Courier service will be a contracted service
- Floating collections will be available in the new ILS. After careful staff analysis it will most likely be implemented no matter which service model is selected.

Service Element Differences

Each service model prioritizes the elements of a service plan such as hours, facilities, programs and services differently with a corresponding different impact on costs and the path SCPL will take in the future. The following are some of the key elements of differentiation:

- Number of facilities
- How hours are allocated between branches
- Program delivery (what, where, how, by whom and how often) Example: Story Time, Tutoring, Computer "How to" and Database Classes
- Service delivery (what, where, how, by whom and how often) Example: Reference, Reader's Advisory, Computer assistance

- Volunteer use for enhancement or for basic services and/or programs
- How Reference and Readers' advisory is provided
- The role that fixed facilities play

The Four Final Service Models

These individual overviews follow the same format but were written by each of the self-selected teams that worked on each service model. There has been no editing, evaluation or analysis of the service models by the task force as a whole.

 They each contain the following elements:
- Introduction and Overview of Service model:
    - The goal of the service model
    - The approach/philosophy to developing the service model.
    - Design objectives
    - How the service model achieves its goals
- Branches, Hours and Services
- Strengths and Compromises
- Risks
- Other Considerations, Issues, Data or Information

There are risks associated with all the service models so these are not included individually: These include:
- Minimal on-site staffing
- Dependence on remote and virtual reference service
- Translating FTEs to actual number of staff needed may result in increased costs
- Benefit costs will increase at a greater rate than projected

At the end of each service model is a summary financial spreadsheet containing five year projections. Just as this final report was being prepared in January 2011, the City of Santa Cruz Finance Department received updated cost projections for retirement and health benefit costs. It was too late to incorporate these changes into the service models but a summary of the anticipated increases in costs and the potential impact on the Library's annual allocation of benefits costs is presented in Appendix III. In addition, the 5 Year Projections sheet for each service model includes a line at the bottom showing the potential effect in terms of a dollar increase for benefits for each year.

The end of this section contains metrics comparing the four service models including a section on perceived impacts on various groups of library customers.

SERVICE MODEL A

Introduction and Overview of Service model

What is the goal of your service model?

The goal of this service model is to create a balanced, stable, and flexible library budget by adjusting the largest independent variable available – personnel – to a maximum of 65% of the overall budget so that money can be redirected to materials, capital reserves and expanded open hours.

Describe your approach/philosophy to developing the service model.

The intent of this service model is to create a sustainable 5-year budget and give the Library financial flexibility to meet its changing needs in the near future.

This service model assumes that future changes will be a process of information and advice provided by the Library Director and deliberated and decided on by the Joint Powers Board. Consequently, this service model focuses on budget amounts that translate to head count, open branches, hours of operation, and affordability of future needs.

This service model seeks to maximize many of the efficiencies researched by the Task Force -- such as single points of service and centralized program planning -- while keeping most of the traditional services and programs that the library already has.

By containing personnel costs – the largest expense for the library system – at a fixed percentage of the overall budget, this service model allows for money to be directed to programs, materials, technology, capital projects and other library needs. Services and hours will be determined based on the number of staff that can be afforded within the budget percentage for personnel, with a priority on maximizing operating hours.

What are your design objectives?

- Provide the library system with the financial stability and flexibility needed to adjust to changing circumstances.
- Improve the level and quality of materials and services for the library system.
- Make capital investments to achieve the library's strategic priorities.

How does the service service model achieve your goal?

- **Allocate 65% of the overall budget for personnel costs.** According to the Public Library Data Service statistical report, libraries with a service population of 100,000-249,000 spent an average of 65-67% of total expenditures on personnel salaries and benefits over the past four years. In our 2010/11 budget, salaries account for 70% of expenditures (approximately $7.7 million out of a $10.9 million budget). According to 5-year financial projections, personnel costs are projected to rise to 82.5% of total expenditures by FY 2015/16 if no changes are made to current operations. This service model proposes to spend 65% of expenditures on personnel annually. We realize that limiting the personnel budget will reduce the current staffing levels and could limit open hours and services. We recommend

this strategy in order to best position the library for future financial sustainability and to allow enough funds to purchase, train, and implement the operating efficiencies recommended in this service model.

- **Adopt a minimum standard of 10% for the materials budget.** Over the past several years, the materials budget has been consistently shortchanged in order to balance the overall budget. The result has been a stagnant collection and unhappy patrons who are unable to find the new materials that they want. Even in "good" years, the materials budget has been only 8% of the overall budget, which is very low when compared with similarly sized libraries around the country. The average for library systems our size is about 12%. This service model would adopt a minimum standard of 10% for the materials budget, to be expanded as funding allows in future years. This increased budget will allow the Library to explore more digital content for both reference services and patron use.

- **Establish a new capital reserve fund for upgrades and capital projects. This reserve fund will be approximately 3% of the budget annually.** Many of the service changes recommended in this service model will require one-time or ongoing funds to implement and maintain. Examples include remodeling branches to accommodate a single point of service and investing in computer software and hardware to enable library staff to do virtual reference services. There are also larger, longer term expenses that the system should investigate, such as installing automated materials handling systems at the largest branches in order to save labor costs. The system also has several outdated facilities in need of upgrades or replacement. Currently there are no funds available for capital improvements. Establishing a line item for these expenses will allow the library system to make the short-term changes needed to operate more efficiently and to begin saving for future large-scale improvements.

Branches, Hours and Services

1. **Branch descriptions including services, open days/hours, special focus, etc.**

This will be a **seven-branch system** consisting of: Central, Live Oak, Scotts Valley, Aptos, Branciforte, Capitola and Boulder Creek. Outreach and bookmobile services will continue. Open hours will have minimum standards and are to be as close to 2008/09 levels as possible. As of the last costing estimate for this service model, projected system hours are **290/week.**

Downtown (formerly referred to as Central), open 60 hours over 7 days: Due to its size and location in a commercial and transportation center, the Downtown branch will remain the largest and most staffed facility in the system, with the highest number of open hours. Its collection will have the most depth, and a greater amount of reference services will be provided here. If the genealogy collection can move out of this branch and the local history and Californiana collections can be shifted to a different area of the branch, that space could be repurposed as a teen room, meeting space, a space for an automated materials handling system, or some combination of uses. Because of the two-floor configuration, Central will not adopt the single-point-of-service model used in other branches, although service desks can be combined on each floor. Funds are budgeted for an Automated Materials Handling System (AMHS) at this branch.

Live Oak, open 40 hours over 6 days: Because of its layout, there are some issues with converting this branch to a single service point, but it can be done by reconfiguring the space,

using cameras or roving staff. Some of the space could be converted to meeting areas for teens and tutoring. Live Oak will focus on the needs of its unique community with a possible focus on serving the large Spanish speaking population with more bilingual staff, collection and bilingual training in the use of technology.

Aptos, open 40 hours over 6 days: Aptos will remain largely unchanged, with an emphasis on children and teen programming. Reference services and homework help will be expanded in the afternoons and offered at a lesser level in the mornings. Funds are budgeted for an Automated Materials Handling System (AMHS) at this branch.

Scotts Valley, open 40 hours over 6 days: Scotts Valley will remain largely unchanged, with an emphasis on children and teen programming. Reference services and homework help will be expanded in the afternoons and offered at a lesser level in the mornings. Funds are budgeted for an Automated Materials Handling System (AMHS) at this branch.

Capitola, open 40 hours over 6 days: Capitola will remain largely unchanged, with an emphasis on popular new material for both children and adults and children's programming.

Boulder Creek, open 30 hours over 5 days: Boulder Creek has a large homeschooling population and will be focused on early childhood and teen programs and services. Reference services and homework help will be expanded in the afternoons and offered at a lesser level in the mornings.

Branciforte, open 40 hours over 6 days: This branch will become a technology hub with excellent computer access (more than current), a tech-savvy staff that can assist patrons with digital content, and an emphasis on digital material. The branch will still have a small collection of popular print material for adults and children, but the emphasis will be on technology and on meeting space for the community. Because of Branciforte's proximity to numerous school-ages populations, there will also be an expanded homework center and meeting areas for tutoring. Ideally, this branch will be the go-to spot for technical help with digital library resources such as downloading e-books or using online databases, or for help with using new personal gadgets to look for information. Patrons at other branches could consult with Branciforte staff online or by phone as needed. This branch will be an incubator for learning how to best handle changing patron needs with digital content, and as such its successes and strategies should be adopted at other branches in the future.

Felton and La Selva Beach: These two branches will not be a part of the current system.

Garfield Park: The genealogy collection could be relocated to Garfield Park, becoming the Local History hub and freeing up space at Central for other needs. Staffing at Garfield could be provided by local history groups and library volunteers, but it will not be part of the current system.

2. **Services: What will be provided and how will it be delivered? Include Reference and Readers' Advisory. Discuss impact on specific user populations as appropriate including but not limited to users who do not use a fixed library facility.**

Reference and Readers Advisory Services: Reference and Readers Advisory will be a part of the Programs and Services Division and will be staffed by a centralized group of reference librarians. The reference staff will be dispersed physically throughout the branches, and services will be offered on-site at five of the branches (we recommend Downtown, Aptos, Scotts

Valley, Live Oak and Capitola, but will leave that decision up to library management), remotely from any branch via e-reference equipment, and virtually (24/7) via the web site.

Outreach and Bookmobile: Current senior programs and other programs serving users at non-library sites will continue. The bookmobile continues in its present capacity, serving senior housing complexes, low income communities and geographically isolated locations.

3. Programs - what will be provided and how?

Programs will be centrally designed and delivered by staff in cooperation with volunteers and community partnerships. The number and types of programs delivered will be at a minimum of current (2010) levels with a goal of increasing attendance 10% from current levels by FY 2012.

Strengths and Compromises

Strengths

- An increased materials budget of 10% will allow the system to address the deficiency in current materials over the past few years. The increased budget will also allow the Library to explore more digital content for both reference services and patron use.

- Establishing a new capital reserve fund for upgrades and capital projects will allow the library system to make the short-term changes needed to operate more efficiently and to begin saving for future larger-scale improvements.

- Funds are budgeted for Automated Materials Handling Systems at Downtown, Aptos and Scotts Valley, allowing the system to save approximately $120,000 annually in personnel costs once the systems are implemented.

Compromises

- Closing three branches means that some patrons will be forced to access a branch that is farther away from their current branch or less convenient.

- Although reference will be a centralized service available to everyone, it will be minimally offered during some branch open hours in the morning in order to focus on heavier-use times such as after-school.

Risks

- This service model focuses primarily on the short term and doesn't provide a reimagining of how library services are offered. Instead, it focuses on offering traditional library services at a level that can be afforded and relies on implementing efficiencies to achieve costs. As such, the service model doesn't define a new structure for the system and leaves it up to the Joint Powers Board over the next 4 or 5 years to determine what the library service model should be going forward.

- This service model does not specifically address the decline in library usage over the past few years (even before the current cuts were implemented) and does not offer many new

strategies to ensure the library stays relevant and meaningful in our community. The Branciforte tech hub is one strategy for addressing changing patron usage, but it is limited to a single branch for the short-term and its use might not be widespread enough to impact the whole system.

- Closing three branches could harm long-term support for the Library system throughout the county. Specific communities who feel their library access and services have diminished might not support additional tax measures or bonds that the system might seek.

SERVICE MODEL A
5 YEAR PROJECTIONS

	FY 11/12	FY 12/13	FY 13/14	FY 14/15	FY 15/16
REVENUES					
Sales taxes:	$ 5,348,773	$ 5,402,261	$ 5,510,306	$ 5,620,512	$ 5,732,922
Maintenance of effort	$ 5,134,148	$ 5,185,489	$ 5,289,199	$ 5,394,983	$ 5,502,883
Grants and Donations	$ 127,000	$ 127,000	$ 127,000	$ 127,000	$ 127,000
Other	$ 269,794	$ 269,794	$ 269,794	$ 269,794	$ 269,794
TOTAL REVENUES	$ 10,879,715	$ 10,984,544	$ 11,196,299	$ 11,412,289	$ 11,632,599
EXPENDITURES					
PERSONNEL					
Regular Full & Part time	$ 4,353,619	$ 4,397,155	$ 4,441,127	$ 4,485,538	$ 4,530,393
Temporary wages	$ 557,695	$ 483,127	$ 420,390	$ 428,798	$ 437,373
Benefits & Misc. Personnel Costs	$ 1,959,661	$ 2,021,918	$ 2,010,237	$ 2,074,633	$ 2,140,122
Temp Benefit	$ 81,423	$ 72,653	$ 63,218	$ 64,483	$ 65,772
Subtotal Personnel	$ 6,952,398	$ 6,974,852	$ 6,934,972	$ 7,053,451	$ 7,173,661
FIXED COSTS	$ 930,041	$ 898,918	$ 864,842	$ 872,713	$ 880,741
VARIABLE COSTS BASED ON SERVICE MODEL	$ 892,466	$ 831,197	$ 840,125	$ 849,255	$ 858,592
CAPITAL PROJECTS					
AMHS	$ -	$ 330,000	$ -	$ -	$ -
AMHS- Downtown	$ -	$ -	$ 250,000	$ -	$ -
AMHS Remodeling Costs	$ -	$ 20,000	$ 10,000	$ -	$ -
Centralized Ref Tech Costs	$ 25,000	$ -	$ -	$ -	$ -
Facilities Master Plan	$ 100,000	$ -	$ -	$ -	$ -
Remodel B40 for Tech Branch					
Single service remodel	$ 50,000	$ -	$ -	$ -	$ -
Single service remodel downtown	$ 25,000	$ -	$ -	$ -	$ -
Technology Innovation & Upgrade				$ -	$ -
Subtotal	$ 200,000	$ 350,000	$ 260,000	$ -	$ -
SPECIAL FUNDS					
Technology Replacement Fund	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000
Vehicle replacement fund	$ 73,750	$ 73,750	$ 73,750	$ 73,750	$ 73,750
Subtotal	$ 173,750	$ 173,750	$ 173,750	$ 173,750	$ 173,750
RESERVE FUNDS					
Capital improvement reserves	$ 130,000	$ (20,000)	$ 70,000	$ 330,000	$ 330,000
Cash flow/emergency reserve	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 105,000
Subtotal	$ 230,000	$ 80,000	$ 170,000	$ 430,000	$ 435,000
SubTotal Expenditures	$ 9,378,655	$ 9,308,717	$ 9,243,688	$ 9,379,169	$ 9,521,744
Books & periodicals	$ 1,087,971	$ 1,098,454	$ 1,119,630	$ 1,141,229	$ 1,163,260
5.5% admin fee	$ 570,037	$ 570,694	$ 570,660	$ 579,379	$ 588,514
TOTAL EXPENDITURES	$ 11,036,664	$ 11,049,265	$ 11,006,805	$ 11,174,062	$ 11,349,288
NET OPERATING GAIN (LOSS)	$ (156,949)	$ (64,721)	$ 189,494	$ 238,227	$ 283,311
FUND BALANCE AT YEAR END (STARTS AT $115,617 in FY10/11)	$ (41,332)	$ (106,053)	$ 83,440	$ 321,668	$ 604,978
CASH FLOW RESERVES (STARTS AT $486,000 in FY10/11)	$ 595,000	$ 695,000	$ 795,000	$ 895,000	$ 1,000,000
Revised Projections: Annual Increase in Benefits	$ 204,620	$ 281,418	$ 452,995	$ 547,236	$ 643,316

SERVICE MODEL B

INTRODUCTION AND OVERVIEW OF SERVICE MODEL B

What is the goal of your service model?
Describe your approach/philosophy to developing the service model.

This service model was created to meet the need for a financially sustainable library system that has an emphasis on quality service to our community.

> "The literate of the future will be those who can not only read and write,
> but also learn, un-learn, and re-learn." – from Alvin Toffler, author of *Future Shock*

Literacy is the thread that connects every facet of library service. It is the essence of all that SCPL offers -- books and media, Storytimes, Munching with Mozart, reference service, or computer instruction. In the 21st century, the definition of literacy has expanded beyond the ability to read and now includes early literacy, informational, cultural, computer, and technological literacies, which we define as follows:

- Early literacy - everything children know about reading and writing before they can actually read and write
- Informational literacy - ability to access, evaluate, organize and use information in order to learn, problem-solve, and make decisions
- Cultural literacy - ability to understand and appreciate the similarities and differences in the customs, values, and beliefs of one's own culture and the cultures of others
- Computer literacy - knowledge and ability to use computers and technology efficiently
- Technological literacy - assisting SCPL users in accessing library materials, information and services through their personal devices

Libraries have always championed literacy, along with the notion of free and complete access to all information. Combining these two concepts provides the basis for an educated and informed population, which is, in turn, the foundation for our democracy.

If we maintain our focus on those services which promote all of the forms of literacy, then as these forms evolve, the library will be positioned to change along with them and remain a relevant institution.

This service model also addresses the need for increasing our partnerships with related agencies, organizations, and individuals. In this disastrous economy, public sector and non-profit agencies are vying for dwindling resources and looking for ways to become more efficient in their operations. The need for collaboration among related groups has become crucial if we want to bring quality library services to the community.

What are your design objectives?
Our objective is to give the highest levels of service to the most residents, including those who currently use the library, those who do not, and underserved populations.

BRANCHES, HOURS AND SERVICES

A user walking into any branch will find a welcoming staff, a popular reading, listening, and viewing collection, computers and access to the internet, individual and small group spaces, regular and special programming. At any branch, a person can ask a question and expect an answer.

Branches will be open at least 4 days/week, and three branches will be open 7 days/week. Across the county, there will be morning, afternoon, evening hours:

> Open 7 days/week: Downtown (51 hr); Scotts Valley (48 hr); Branciforte (32 hr)
> Open 6 days/week: Aptos (44 hr); Live Oak (44 hr)
> Open 5 days/week: Capitola (35 hr); Boulder Creek (27 hr); La Selva (20 hr)
> Open 4 days/week: Felton (20 hr); Garfield Park (16 hr)
> TOTAL: 337 hours/week

These hours take into account use patterns and the busiest times of day.

SERVICES

Library services will not be limited to the physical branches: users will find programming at community sites, bookmobile service throughout the service area, and an e-branch open 24/7. The e-branch will serve as a virtual branch for the system where users, outside of the library, can access services such as online tutoring, reference assistance, audiobook and e-book downloads, as well as access to the library's catalog, databases and other resources.

With a solid foundation of branch-based, community-based, and virtual service, some branches will offer enhanced experiences open to everyone who lives in Santa Cruz County. Branches were chosen for enhancements based on Joan Frye Williams' research: people use libraries near where they work, shop, or go to school -- not where they sleep.

Aptos, Downtown, Live Oak, and Scotts Valley branches will have onsite reference support from a System Reference Team who can answer questions, provide reader's advisory, and offer training to the public.

A top priority of Service model B is to have the maximum number of staff available to work directly with library users. The primary advantage of deploying the Reference Team in this way is to more closely conform to typical use patterns. Research shows that people are unwilling to make extraordinary efforts to obtain information.

This Reference Team will work together to design and carry out system reference services, and individual members of the Team will be assigned to one of the four branches listed above as home base. All members will be assigned system shifts fielding system e-reference queries, system Skype queries, and system telephone queries. They will also be available at their home branch during peak hours (afternoons, evenings, and weekends) for in-person assistance.

A Community Learning Center will be established at the Boulder Creek Branch, and the Garfield Park Branch will become the Genealogy and Local History Branch. Over the course of five years, a newly-built Capitola Branch will assume the functions of the current Live Oak Branch, and Live Oak will become a Community Learning Center.

Branciforte Branch will become a Technology Lab with a tech-savvy staff and collaborative workstations for the public. It will act as a test site for new technologies being considered for the whole system. The "Tech Team" would also be available through Skype to assist staff and patrons county-wide in utilizing the wide range of devices to access and download virtual library materials and information. Skype's visual aspect will be especially advantageous.

Programs encompassing all of the literacies will be designed or developed by the System Programs & Services Team supported by an ever-increasing network of community partnerships. Core programming such as storytimes, Family Place parenting workshops, book discussion groups, and gaming for all ages will be supplemented by special events such as Shakespeare Santa Cruz or professional storytellers and musicians. Staff/volunteer teams will continue to offer established programs: Small Business Brown Bag Seminars, Tales to Tails, Homework Help, and the Computer Club (seniors).

Partnerships and collaborations are essential to our service model. We have found these to be a successful way of providing services, strengthening bonds with the community, and keeping our programming fresh.

The physical spaces in our branches should accommodate the increasing demand for collaborative workspace. Service model B adds this space in Live Oak and Branciforte. It also adds teen space in the Downtown Branch; all modern library systems have a well-defined teen area.

STRENGTHS AND COMPROMISES:

STRENGTHS
- Specialized facilities and staffing have been created to support and enhance the expanded definition of literacy throughout the county. Service Model B is poised to adapt to the changing literacy and life learning needs of the public. Two facilities will become community learning centers focused on homework help and learning to read. Branciforte Branch will be converted to a Tech Lab; Garfield Park will become a local history center. We cannot do all things at all branches at all times, so these branches, available to all residents, will serve as seeds for development. The most effective elements will be expanded into other branches.

- Service Model B strengthens centralized Reference and Readers Advisory by basing reference librarians at each of these five service points: Aptos, Downtown (downstairs and upstairs), Live Oak, and Scotts Valley.

- Service Model B is designed to comply with the Library Strategic Plan. It takes into account the strategic directions approved by the Joint Powers Board and goes beyond to align itself with the measurable goals and action steps.

- This service model incorporates library research and trends as defined by the literature and our Staffing and Library Futurist consultants.

COMPROMISES
- La Selva, Felton, and Garfield Park have a staff to volunteer ratio of 1:1. This puts service at some risk unless there is a good backup system.
- We acknowledge that open hours and the materials budget are below national norms. Our intention is that both will increase as finances allow.

RISKS

- People and complementary organizations in the community might not want to volunteer or be partners with the Library.
- The new staffing model may not provide enough on-site staff, even with the adoption of the anticipated operating efficiencies.

OTHER CONSIDERATIONS

- Service Model B does not recommend Automated Materials Handling Systems because we recognize a trend toward fewer physical materials and more electronic resources. We question the return on investment on such a costly commitment.

- The full description of Service Model B is available in Appendix V.

SERVICE MODEL B
5 YEAR PROJECTIONS

	FY 11/12		FY 12/13		FY 13/14		FY14/15		FY 15/16	
REVENUES										
Sales taxes:	$	5,348,773	$	5,402,261	$	5,510,306	$	5,620,512	$	5,732,922
Maintenance of effort	$	5,134,148	$	5,185,489	$	5,289,199	$	5,394,983	$	5,502,883
Grants and Donations	$	127,000	$	127,000	$	127,000	$	127,000	$	127,000
Other	$	269,794	$	269,794	$	269,794	$	269,794	$	269,794
TOTAL REVENUES	$	10,879,715	$	10,984,544	$	11,196,299	$	11,412,289	$	11,632,599
EXPENDITURES										
PERSONNEL										
Regular Full & Part time	$	4,602,610	$	4,648,636	$	4,695,122	$	4,742,074	$	4,789,494
Temporary wages	$	438,790	$	438,790	$	447,565	$	456,517	$	465,647
Benefits & Misc. Personnel Costs	$	2,064,237	$	2,130,054	$	2,121,995	$	2,190,074	$	2,259,308
Temp Benefit	$	64,063	$	64,063	$	65,345	$	66,651	$	67,984
Subtotal Personnel	$	7,169,700	$	7,281,543	$	7,330,027	$	7,455,316	$	7,582,434
FIXED COSTS	$	930,041	$	898,918	$	864,842	$	872,713	$	880,741
VARIABLE COSTS BASED ON SERVICE MODEL	$	961,418	$	974,831	$	988,530	$	1,002,520	$	1,016,808
CAPITAL PROJECTS										
AMHS	$	-	$	-	$	-	$	-	$	-
AMHS- Downtown										
AMHS Remodeling Costs										
Centralized Ref Tech Costs	$	25,000	$	-	$	-	$	-	$	-
Facilities Master Plan	$	100,000	$	-	$	-	$	-	$	-
Remodel B40 for Tech Branch	$	-	$	10,000	$	10,000	$	10,000	$	10,000
Single service remodel		0		10000		10000		0		0
Single service remodel downtown										
Technology Innovation & Upgrade										
Subtotal	$	125,000	$	20,000	$	20,000	$	10,000	$	10,000
SPECIAL FUNDS										
Technology Replacement Fund	$	100,000	$	100,000	$	100,000	$	100,000	$	100,000
Vehicle replacement fund	$	73,750	$	73,750	$	73,750	$	73,750	$	73,750
Subtotal	$	173,750	$	173,750	$	173,750	$	173,750	$	173,750
RESERVE FUNDS										
Capital improvement reserves	$	10,000	$	10,000	$	10,000	$	10,000	$	10,000
Cash flow/emergency reserve	$	100,000	$	100,000	$	100,000	$	100,000	$	105,000
Subtotal	$	110,000	$	110,000	$	110,000	$	110,000	$	115,000
SubTotal Expenditures	$	9,469,909	$	9,459,042	$	9,487,149	$	9,624,299	$	9,778,734
Books & periodicals	$	870,377	$	878,764	$	895,704	$	912,983	$	930,608
5.5% admin fee	$	562,539	$	562,402	$	567,178	$	575,672	$	585,135
TOTAL EXPENDITURES	$	10,902,825	$	10,900,208	$	10,950,031	$	11,112,954	$	11,294,477
NET OPERATING GAIN (LOSS)	$	(23,110)	$	84,336	$	246,268	$	299,335	$	338,122
FUND BALANCE AT YEAR END (STARTS AT $116,617 in FY10/11)	$	93,517	$	177,853	$	424,121	$	723,456	$	1,061,578
CASH FLOW RESERVES (STARTS AT $495,000 in FY10/11)	$	595,000	$	695,000	$	795,000	$	895,000	$	1,000,000
Revised Projections: Annual Increase in Benefits	$	216,323	$	297,513	$	478,902	$	578,533	$	680,108

SERVICE MODEL C

Introduction and Overview of Service Model:

The goal of this service model is 1) to provide the maximum number of Santa Cruz County residents with geographically-convenient public library services; 2) to insure that each branch collection contains current and changing materials; 3) to nurture public support sufficient to ensure passage of a library bond measure for capital improvements; and 4) to increase total open hours of the library system.

Describe your approach/philosophy to developing the service model.

This service model is designed around the increasing importance of the library as a community gathering place -- a place for family education, socialization, independent study, group projects, and cultural activities. Many library systems throughout the country are designing themselves around this concept to provide maximum service to the public in the 21st century.

Service Model C positions every branch, large or small, as a center of excellence for lifelong learning, early literacy, technological literacy, and community gathering. Branches with open doors will be welcoming spaces, supplied with internet access, innovations in technology, and excellent collections in order to achieve the Strategic Plan's core goals of "Connect, Inspire, Inform" and "Transform Lives & Strengthen Communities."

What are your design objectives?

This service model treats every branch as a community-based learning place that serves people of all ages in ways relevant to a broad range of interests. Branches will not specialize in areas such as technology, teens, or early childhood literacy, but will serve users of all ages and interests. Branches, through collaboration between staff and community members, will continually assess the needs and goals of the users and the community, and will design and deliver appropriate programs and services. In this way, branches will remain flexible as community profiles shift. This service model recognizes that all populations in the county have interests in early literacy, computer/technology literacy, and/or reading for pleasure.

The economic downturn has created new opportunities and ideas to partner with other organizations that have similar missions. The importance of continuing to build on this principle cannot be over-emphasized. By maximizing physical access at each branch, the library will be strategically positioned to develop and nurture partnerships with local businesses, non-profits, and nearby schools. A very important source of partnership throughout the system is the network of existing and developing Library Friends organizations connected to individual branches, as well as the system-wide Friends of the Santa Cruz Public Libraries.

Given the current economic climate, this service model follows the lead of many other institutions by accelerating the use of volunteers, both casual and high-impact, to supplement and enhance the library experience. High-impact volunteers are currently being used in our system to a small degree. This service model focuses the attention of the new volunteer coordinator principally on high-impact volunteers: educators, librarians, computer experts and others, whether retired or currently employed, recruited from a vast and growing talent pool of baby-boomers and others in the County. While these volunteers may identify with a particular

branch and wish to volunteer only there, the volunteer pool should be looked upon as a County-wide resource that can serve all ten branches in response to the needs of branch users. High impact volunteers would also be used throughout the system to assist patrons in the areas of literacy, using library technology, and accessing remote reference services.

Finally, this service model believes that in order to increase usage in SCPL, the physical condition of many of the facilities must be addressed. SCPL has fallen far behind in this area. By maintaining the presence of all branches, future voter initiatives for capital improvements will have a fighting chance.

How does the service model achieve your goal?

- A minimum of 30 hours at each branch, with hours ranging from 30 to 50, with five open days per branch. (*Transform Lives and Strengthen Communities and Create Young Readers,*)
- All branches staffed by paid staff (volunteers not required to keep branches open)
- All branches have an ample and changing collection, including current materials, due to adoption of a floating collection (*Read View and Listen for Pleasure, Lifelong Learning, Create Young Readers*)
- Use of high-impact volunteers for expanded program delivery, except core programs for children and teens. (*Transform Lives and Strengthen Communities and Create Young Readers*)

Branches, Hours and Services:

1. Branches and Hours

In this service model, every branch is closed for two consecutive days (with the exception of Downtown which will be open five and a half days) in order to achieve the most efficient staffing. The two closed days for the three largest circulating branches, Central, Aptos, and Scotts Valley will be staggered in order to have a minimum of one large library open on any given day. Days and hours of operation will be determined by staff.

- LSB is open 30 hours due to relative isolation from shopping and traffic routes.

- Branciforte, Boulder Creek, Capitola, Felton, and Garfield Park, are open 37 hours, due to their proximity to shopping, schools, and traffic routes.

- Aptos, Live Oak, and Scotts Valley, with higher circulation and busyness statistics, are open 42 hours.

- Downtown, as the branch with the highest circulation and busyness statistics, is open 50 hours.

Total system hours are 391.

2. Services: What will be provided and how will it be delivered facility.

Reference and Readers Advisory:

- Reference staff is available remotely through video chat, email, and/or phone at all branches during all open hours.
- Downtown has two reference professionals in addition to those providing virtual reference service.
- Question Point, a 24/7 reference service that connects users to an off-site reference librarian, is available for the convenience of patrons.
- Readers advisory is available through multiple posted lists -- such as staff favorites, community favorites, award winners, and other categories of interest -- available online or printed on demand at branches.

Outreach: Current senior programs and At-Risk Programs serving users at non library sites (Hope services, jails, etc.) continue and may be expanded to other sites through the use of high-impact volunteers.

Bookmobile: The bookmobile continues in its present capacity, serving senior housing complexes, low income communities and geographically isolated locations.

3. Programs - what will be provided and how?

Programming: A multi-pronged approach to branch programs consists of three levels of design and delivery.

1. Early literacy through teen – centrally designed and delivered; may be supplemented by high-impact volunteers

2. Adult programming – centrally and locally designed programs in collaboration with and delivered by high-impact volunteers. Examples of this type of programming that the system is currently delivering are "Read to a Dog pilot project," "Munching with Mozart," and "Natural History programs." High-impact volunteers deliver scheduled demonstrations on a variety of topics throughout the system, many of them technology-related. In some cases a branch may find that certain days or times need tech-savvy volunteers to assist users. Retired teachers may be recruited for tutoring at peak times for some branches.

3. Community generated programming – Conceived, designed, scheduled, and delivered by community members in collaboration with branch staff. Very little staff time is involved in this last type of programming. Some examples currently taking place in SCPL are,

knitting (Scotts Valley), Book Sharing at Tea Time (Felton), Chess Club (Aptos), and Writing Groups (Aptos and Boulder Creek).

Strengths and Compromises:

Strengths

- This service model achieves a high number of system open hours spread among ten branches, resulting in an increase in the involvement, presence, relevancy and advocacy for the library system.

- This service model meets the Library Joint Powers Board commitment to "make the policy of not closing branches the cornerstone of how we handle our budget process and declare that keeping branches open is a core service" (May 2, 2005) and protects the intent of Measures B and R of "preserving the existing libraries". By honoring these two commitments, SCPL positions itself for future voter support of library funding that will be necessary for major capital improvements.

- This service model serves all users equitably wherever they go for library services, and all branches provide a predictable and consistent range of services and materials.

Compromises

- Reference and readers advisory is slightly reduced from the baseline staffing model and plan.

- To achieve high total system hours, number of open days and number of hours at some branches are less than in some other service models.

Risks:

- In this service model the volunteer program will be supported by the creation of a new position, however it is possible that it will not be as successful as anticipated. This would result in less adult programming.

- Reduction in Reference staffing may overburden paraprofessional staff with questions they have not been trained to address

Other Considerations, Issues, Data or Information

This service model acknowledges the huge changes that lie ahead for existing staff as well as challenges for users altering their library routines.

Based on the advice of the task force consultant, using volunteers for base-level tasks is not recommended at any branch. This service model ensures sufficient paid staff for all necessary on-site services, with volunteers supplementing staff functions, performing non-time sensitive tasks, and high impact functions (organizing innovative adult programming, database/computer assistance, designing topical displays, leading book discussions, play reading, and group seminars on topics of local interest, etc.) Volunteers with skills and commitment have the potential to provide a positive look and feel to each branch library.

Although this service model includes an annual set aside for capital reserves, it postpones remodeling most branches until the completion of the facilities master plan. The one exception to this is a $25,000 remodeling allowance for Downtown conversion to a single point of service. This will allow the staff and the public to adjust to the new single point of service model and handle inquires from the public in the most efficient manner.

This service model does not incorporate the purchase of Automated Materials Handling System equipment as the full costs and return on this investment have not been analyzed. However, it is expected that this is an area that will be closely studied in the near future.

Numerous studies have been done in the last several years that demonstrate how public libraries provide economic benefits to local businesses. In order to gain business support throughout the county, the existing system must be kept intact. For articles on this subject go to: http://dpi.state.wi.us/pld/econimpact.html

This service model builds on existing citizen support for SCPL libraries, which comes from two types of organizations: the system wide Friends organization which has been in existence since 1979 and the Branch advocacy groups which have sprung up in the last few years among half of our current libraries: Boulder Creek (advocacy for branch and programs), La Selva Beach (expanded hours and better collection), Scotts Valley (furnishing new library), and Felton (advocacy for new library). An ad hoc Committee formed last year to focus on the Capitola branch and plans for a new library. According to the Rand Study's "Assessing the Future of Carnegie Library of Pittsburgh", the impact of library advocates is growing. "In 2000, private contributions were 0.2 percent of all operating revenues; in 2006, these contributions accounted for 4.4 percent of operation revenues.

1/21/2011

SERVICE MODEL C
5 YEAR PROJECTIONS

	FY 11/12	FY 12/13	FY 13/14	FY14/15	FY 15/16
REVENUES					
Sales taxes:	$ 5,348,773	$ 5,402,261	$ 5,510,306	$ 5,620,512	$ 5,732,922
Maintenance of effort	$ 5,134,148	$ 5,185,489	$ 5,289,199	$ 5,394,983	$ 5,502,883
Grants and Donations	$ 127,000	$ 127,000	$ 127,000	$ 127,000	$ 127,000
Other	$ 269,794	$ 269,794	$ 269,794	$ 269,794	$ 269,794
TOTAL REVENUES	$ 10,879,715	$ 10,984,544	$ 11,196,299	$ 11,412,289	$ 11,632,599
EXPENDITURES					
PERSONNEL					
Regular Full & Part time	$ 4,426,144	$ 4,470,405	$ 4,515,109	$ 4,560,260	$ 4,605,863
Temporary wages	$ 695,335	$ 695,335	$ 709,242	$ 723,426	$ 737,895
Benefits & Misc. Personnel Costs	$ 1,990,121	$ 2,053,415	$ 2,042,789	$ 2,108,258	$ 2,174,838
Temp Benefit	$ 101,519	$ 101,519	$ 106,656	$ 108,789	$ 110,965
Subtotal Personnel	$ 7,213,119	$ 7,320,674	$ 7,373,796	$ 7,500,734	$ 7,629,560
FIXED COSTS	$ 930,041	$ 898,918	$ 864,842	$ 872,713	$ 880,741
VARIABLE COSTS BASED ON SERVICE MODEL	$ 961,418	$ 973,001	$ 966,533	$ 978,620	$ 990,966
CAPITAL PROJECTS					
AMHS					
AMHS- Downtown					
AMHS Remodeling Costs					
Centralized Ref Tech Costs	$ 25,000		0	0	0
Facilities Master Plan	$ 100,000				
Remodel B40 for Tech Branch					
Single service remodel					
Single service remodel downtown	$ 25,000	$ -	$ -	$ -	$ -
Technology Innovation & Upgrade					
Subtotal	$ 150,000	$ -	$ -	$ -	$ -
SPECIAL FUNDS					
Technology Replacement Fund	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000
Vehicle replacement fund	$ 73,750	$ 73,750	$ 73,750	$ 73,750	$ 73,750
Subtotal	$ 173,750	$ 173,750	$ 173,750	$ 173,750	$ 173,750
RESERVE FUNDS					
Capital improvement reserves	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000
Cash flow/emergency reserve	$ 50,000	$ 50,000	$ 135,000	$ 135,000	$ 135,000
Subtotal	$ 100,000	$ 100,000	$ 185,000	$ 185,000	$ 185,000
SubTotal Expenditures	$ 9,528,328	$ 9,466,343	$ 9,563,921	$ 9,710,816	$ 9,860,018
Books & periodicals	$ 870,377	$ 878,764	$ 951,685	$ 970,045	$ 988,771
5.5% admin fee	$ 563,552	$ 560,604	$ 572,280	$ 581,369	$ 590,605
TOTAL EXPENDITURES	$ 10,962,256	$ 10,905,710	$ 11,087,886	$ 11,262,230	$ 11,439,393
NET OPERATING GAIN (LOSS)	$ (82,542)	$ 78,834	$ 108,413	$ 150,059	$ 193,206
FUND BALANCE AT YEAR END (STARTS AT $115,617 in FY10/11)	$ 34,085	$ 112,919	$ 221,332	$ 371,391	$ 564,597
CASH FLOW RESERVES (STARTS AT $485,000 in FY10/11)	$ 545,000	$ 595,000	$ 730,000	$ 865,000	$ 1,000,000
Revised Projections: Annual Increase in Benefits	$ 208,028.76	$ 286,105.93	$ 460,541.14	$ 556,351.76	$ 654,032.54

Service Model D

Introduction and Overview of Service model:

What is the goal of your service model (e.g. maximize access, maximize hours, etc)?
Service Model D's overall goals are:
- To enhance the Library's value to individuals and our community by increasing and broadening library services delivered in branches, in the community and via the web; and
- To remain relevant to wider a population than is currently the case by changing the *face* of the Library in the community

Describe your approach/philosophy to developing the service model.
The Santa Cruz Public Library has enough money to provide excellent and innovative library facilities, materials and services to our community. We spend $51.89 per capita -- more money than 70% of all California libraries. In terms of cost, we are in the top four out of 31 library systems in our population category (08/09 CA Library statistics). Yet, between 03/04 and 08/09 (before the furlough and drastic cuts in library hours and materials), SCPL statistics indicate that the library experienced a steady decrease in the number of active borrowers (-9% over the five years). Service Model D was developed with the following realizations in mind:
- SCPL does not have resources (now or in the future) to continue to support 10 branches and to also provide 21st century library facilities, excellent collections and an improved level and quality of library services appropriate in a contemporary library system. Fewer, larger branches are preferable because of the ability to allocate resources more efficiently.
- To become relevant to a wide demographic community and to reinvigorate our system, the Library must provide a diverse range of materials, services and programs in branches, in the community and via the web.

What are your design objectives?
- Providing equitable access to welcoming, comfortable 21st century branch facilities with sufficient financial resources to maintain relevant collections, tools and technologies; convenient open hours; friendly, experienced support; and quality programs and services.

- Focusing attention (and rebalancing resources) on the unique and growing value of the public library -- enabling people to locate, access, use, and evaluate information in a variety of formats. Maintaining a relevant collection is a *necessary* component of this service model, but open hours and a collection alone are *not sufficient* to increase the Library's value to the community. Library programs and services are what will increasingly distinguish our Library System from other "book and information warehouses" which are delivering materials to individuals at an ever-decreasing cost.

- Controlling structural, fixed operating costs so that the system builds up a comfortable operating surplus and fund balance to address fast-changing library needs; handle unexpected issues as the service model moves through implementation; and address strategic opportunities, capital needs, and technology innovation.

How does the service model achieve your goal?

Service Model D provides convenient, equitable access to Library facilities and increases access to materials, programs and services across the community. Equitable access is defined

as all members of the community having the opportunity to avail themselves of services, whether that is in a Library facility, bookmobile, community-based program, or via the web and internet. This service model provides:

- Six library branches – Boulder Creek, Scotts Valley, Santa Cruz Downtown (Central), Live Oak, Capitola and Aptos – that are open a sufficient number of hours to serve the public. These branches have demonstrated historically good utilization as most have functioned to serve patrons from multiple communities and are close to transportation routes, errand and commute routes, and/or commercial corridors (the criteria used by library experts in determining appropriate library facility locations).
- Access to services and materials throughout the community, outside of library walls -- expanding bookmobile, outreach, and, importantly, via community partnership to increase the number of people touched by and benefiting from library services.
- Increased numbers and types of services and collections in virtual and online spaces, many of which are available 24/7 and which can be accessed inside a library branch, in a community space, or from home.

Branches, Hours and Services:
Branch descriptions including services, open days/hours, special focus, etc.

All branches provide: 1) increased numbers of programs delivered by centralized staff which can be enhanced by on site staff and volunteers as available and appropriate;   2) access to virtual and remote reference and readers' advisory services.

Downtown Santa Cruz (Central) (60 hrs per week across 7 days)
Due to its size, location in a commercial and transportation center and historical usage, this branch provides an extensive collection in multiple formats and will house the most in-depth print reference collection of any branch. Services and programs are provided for diverse populations and will address all strategic priorities. The branch will provide: 1) on site staffed reference (scheduled by the Central staff and dispatched to the branch as appropriate); 2) a download station; and 3) Automated Materials Handling Equipment (AMHS) and the needed reconfiguration and/or remodeling.
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Scotts Valley and Aptos (52 hours per week over 5 days)
These branches will provide popular and basic reference collections in multiple formats, geared to all age groups, with a focus on targeted populations as appropriate. Reading for pleasure, lifelong learning, and internet access will be the focus of programs, with additional programs geared towards the needs of the population served. These branches will provide: 1) on site staffed reference periodically dispatched to these branches form the central staff; 2) a download station; and 3) Automated Materials Handling Equipment (AMHS) and the needed reconfiguration and/or remodeling.

Capitola (40 hrs), Live Oak (40 hrs), and Boulder Creek (24 hrs) – all 5 days per week.
These branches provide a focus on youth. Branch services and programs are focused on reading, viewing, listening for pleasure and, secondarily, on lifelong learning. Materials and programs are provided to meet specific local needs as appropriate.
In scheduling, Capitola and Live Oak are considered two parts of a regional branch.

Space re-allocation and repurposing opportunities exist for Live Oak. While the Live Oak branch is new and quite beautiful, it is not aligned with area traffic patterns, parking is limited, and the functional design of the building is not optimal for an efficiently operated library branch. Therefore, the system should pursue reducing the space used solely for library services and

consider sharing space with other compatible public services or organizations, thereby maximizing the County's investment. At the same time, an aggressive program of delivering community-based library services via partnerships with Live Oak area organizations in locations that are more central would begin.

Garfield Park, Felton, Branciforte,and La Selva Beach
These facilities will be closed as SCPL branches and will be turned back to their respective owners to be repurposed as the owner/community desires. The facilities could become community centers with a library presence or volunteer-run community libraries. The library could leave the materials, most furnishings and computers. Community-based services (including the bookmobile) would be provided to the former branch locations, similar to the current approach in other county locations. It is also possible that Genealogy and, potentially, the Californiana collections could be housed at Branciforte, with the branch being a drop off and pick up location for holds, housing a browsing collection, and possibly creating a community room for programs that could be delivered by library staff, volunteers or other partners. No specific costs are currently built into the service model for this, but sufficient surplus funding exists to accommodate it.

Services: What will be provided and how will it be delivered?

Reference and Readers Advisory Services: Remote (available whenever a branch is open) and virtual (available 24/7) reference and readers advisory services will be available. A core of centralized reference staff will be deployed as needed -- virtually, in branches, or in the community. The staff providing these services could be physically located in a number of library facilities (e.g. providing on site and remote services from a specific branch).

Community-Based Services: This service model provides an increase in community-based services (including Bookmobile) where people already gather in the community. Community-based library services are geared to those members of our community who don't currently use library services or use them sporadically (approximately 70% of the population) because they are unaware of the benefits, perhaps don't feel comfortable or welcome, find access inconvenient, or may have barriers to getting to a library branch. Increased use of deposit collections placed at various community locations (community resource centers, senior centers, etc.) can be used to increase convenient access to materials for members of the community who have difficulty going to a branch.

Virtual Services: Innovative tools and technologies will provide expanded access to virtual services. Download stations in the larger branches will provide improved access to e-materials. Specific funding for technology innovation will allow staff to provide additional creative tools and technologies that appeal to diverse populations.

Programs - what will be provided and how?

Programs are delivered by staff (enhanced by partnerships and volunteers) in branches and in community spaces where people already gather, via bookmobile, and virtually. The number and types of programs delivered will increase from current levels. Currently, Santa Cruz lags behind California public libraries as well as National Library comparators in program attendance per capita. Furthermore, SCPL hours spent in delivering programs outside of branches are only 6% of total branch open hours. As a start, Service Model D strives to increase scheduled programming hours and bookmobile stops/hours by 20% from current levels.

Strengths and Compromises:

Strengths
- The service model is structured to provide sufficient funding to improve the collection, increase services and programs, provide needed capital improvements and building maintenance, and take advantage of strategic opportunities. It also provides sufficient annual surplus funding to assist the Library in meeting future likely increases in expenses (e.g. pension, etc.) and to ensure that fluctuations in revenues do not cause the system to reduce materials or services to balance the budget.
- Each branch is open convenient hours and provides reasonable, equitable access for the community.
- The service model is deliberately designed to change the allocation of resources within the Library system to increase relevance and access by 1) reaching out to the very large percentage of our population that does not actively use library services (70%) and 2) embracing technological strategies to meet the information needs of patrons.

Compromises:
- Closing four branches means that 1) patrons must access a branch that is 5 to 10 minutes away from their current neighborhood branch or avail themselves of community based services and 2) a community gathering place is no longer provided in these neighborhoods by the SCPL.
- Materials budget remains slightly above the current standard of 8% of costs. Instead of increasing to an amount consistent with California and national norms, we expect that as the service model is implemented and efficiencies are operational, the materials budget may be increased. However, it is not currently built in to the costing of this service model.
- Reducing the scheduled hours of staffed reference on site. Instead, the service model relies more heavily on site staff to provide reference if they are available, using centralized staff dispatched to the site, and on remote and virtual services.

Risks:

- Area residents who currently use the branches which will close (11% of 07/08 system circulation and 7% of 09/10 system circ) may be inconvenienced as they adapt to the re-configured system or may reduce their use of library services.
- Service Model D recognizes there is a risk that support for a bond or other tax may be diminished by closing branches, but believes this is balanced by the increasing support for the Library created by increasing relevance of the Library to the entire community.

Other Considerations, Issues, Data or Information

Open Hours:
Service Model D open hours are aligned with historical usage and compare favorably with open hours at the 7 California libraries that have 5-7 branches and are in the same population category as SCPL (California State Library Stats for 08/09)

2008/09 CA Stats	CA Comparators	Service Model D
System Hours	236	268
Average Hours per Branch	38	44.7

Circulation and Open Hours:

Service Model D aligns open hours more closely with usage, while still providing convenient open hours at each branch. With a 10 branch system, in order to keep the smaller branches open sufficient hours, open hours are constrained at the larger, more highly utilized branches. This misalignment of resources is inefficient and restricts access to a large portion of the population.

2007/08 circulation and hours (prior to the cuts to hours and staff)

	% of system open hours	% of system circulation
4 branches with highest circulation	49%	70.4%
4 branches with the lowest circulation	32%	11.5%

Library Use:

Increasing the value of the library in our community requires us to stem the decrease in active borrowers by appealing to a wider population. Currently, 71.2% of the population are not active borrowers. Active borrowers as a percent of zipcode population ranges from 19% in Brookdale to 31% in Scotts Valley (per 2010 Cardholder Statistics per Zip Code). Increasing relevance and expanding use of services is a priority in Service Model D and more fairly allocates funding received from the entire community.

Community based services:

There are a number of creative community-based programs which can increase Library "touchpoints" in the community. Some representative examples:

- Mobile services – e.g. taking job training, job search or resume preparation programming to various community locations;
- Joint use – bringing services and/or deposit collections to YMCAs, parks, children's museums, etc.;
- Getting library staff out into the community to answer questions and show how library services are relevant to citizens' information interests or issues (neighborhood association meetings, community meetings, farmers markets, professional groups, etc.);
- Collaborations with organizations located near to branches to provide library services at the organization's site.
- Library staff visits to waiting rooms at county services, providing books to children, reading stories, registering new users, etc.

SERVICE MODEL D
5 YEAR PROJECTIONS

	FY 11/12	FY 12/13	FY 13/14	FY14/15	FY 15/16
REVENUES					
Sales taxes:	$ 5,348,773	$ 5,402,261	$ 5,510,306	$ 5,620,512	$ 5,732,922
Maintenance of effort	$ 5,134,148	$ 5,185,489	$ 5,289,199	$ 5,394,983	$ 5,502,883
Grants and Donations	$ 127,000	$ 127,000	$ 127,000	$ 127,000	$ 127,000
Other	$ 269,794	$ 269,794	$ 269,794	$ 269,794	$ 269,794
TOTAL REVENUES	$ 10,879,715	$ 10,984,544	$ 11,196,299	$ 11,412,289	$ 11,632,599
EXPENDITURES					
PERSONNEL					
Regular Full & Part time	$ 4,547,588	$ 4,593,064	$ 4,638,995	$ 4,685,385	$ 4,732,239
Temporary wages	$ 456,264	$ 415,548	$ 387,146	$ 358,176	$ 365,339
Benefits & Misc. Personnel Costs	$ 2,041,128	$ 2,106,159	$ 2,097,299	$ 2,164,564	$ 2,232,971
Temp Benefit	$ 66,614	$ 62,490	$ 58,219	$ 53,862	$ 54,940
Subtotal Personnel	$ 7,111,595	$ 7,177,261	$ 7,181,658	$ 7,261,987	$ 7,385,489
FIXED COSTS	$ 930,041	$ 898,918	$ 864,842	$ 872,713	$ 880,741
VARIABLE COSTS BASED ON SERVICE MODEL	$ 857,386	$ 859,078	$ 871,020	$ 883,219	$ 895,679
CAPITAL PROJECTS					
AMHS	$ -	$ -	$ 110,000	$ 110,000	$ -
AMHS- Downtown	$ -	$ 250,000	$ -	$ -	$ -
AMHS Remodeling Costs	$ -	$ 10,000	$ 10,000	$ -	$ -
Centralized Ref Tech Costs	$ 25,000	$ -	$ -	$ -	$ -
Facilities Master Plan	$ 100,000	$ -	$ -	$ -	$ -
Remodel B40 for Tech Branch					
Single service remodel	$ -	$ 10,000	$ 20,000	$ -	$ -
Single service remodel downtown	$ 25,000	$ -	$ -	$ -	$ -
Technology Innovation & Upgrade	$ -	$ 25,000	$ 25,000	$ 25,000	$ -
Subtotal	$ 150,000	$ 295,000	$ 165,000	$ 135,000	$ -
SPECIAL FUNDS					
Technology Replacement Fund	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000
Vehicle replacement fund	$ 73,750	$ 73,750	$ 73,750	$ 73,750	$ 73,750
Subtotal	$ 173,750	$ 173,750	$ 173,750	$ 173,750	$ 173,750
RESERVE FUNDS					
Capital Improvement reserves	$ -	$ -	$ 50,000	$ 50,000	$ 50,000
Cash flow/emergency reserve	$ 50,000	$ 50,000	$ 100,000	$ 150,000	$ 155,000
Subtotal	$ 50,000	$ 50,000	$ 150,000	$ 200,000	$ 205,000
SubTotal Expenditures	$ 9,272,771	$ 9,454,006	$ 9,406,271	$ 9,526,669	$ 9,540,659
Books & periodicals	$ 919,336	$ 928,194	$ 946,087	$ 964,338	$ 982,955
5.5% admin fee	$ 554,939	$ 565,394	$ 563,301	$ 570,927	$ 572,720
TOTAL EXPENDITURES	$ 10,747,046	$ 10,947,594	$ 10,915,659	$ 11,061,935	$ 11,096,334
NET OPERATING GAIN (LOSS)	$ 132,669	$ 36,950	$ 280,640	$ 350,354	$ 536,265
FUND BALANCE AT YEAR END *(STARTS AT $115,617 in FY10/11)*	$ 249,296	$ 286,246	$ 566,886	$ 917,240	$ 1,453,505
CASH FLOW RESERVES *(STARTS AT $486,000 in FY10/11)*	$ 545,000	$ 595,000	$ 695,000	$ 845,000	$ 1,000,000
Revised Projections: Annual Increase in Benefits	$ 213,737	$ 293,956	$ 473,177	$ 571,617	$ 671,978

METRICS FOR ALL SERVICE MODELS

- FY07/08 circulation and visitors data is used to calculate metrics as that is the last year before hours and staff were reduced and so reflects a better picture of library usage.
- The service population for FY10/11 was used
- Costs represent costs in year 5 of the projections

	A	B	C	D
Cost/square foot	$ 54	$ 53	$ 54	$ 52
Cost/visit	$ 8.96	$ 8.92	$ 9.03	$ 8.76
Cost/capita	$ 53.53	$ 53.28	$ 53.95	$ 52.34
Population served/FTE	2,363.4	2,345.1	2,222.2	2,371.4
Cost/circulation	$ 5.67	$ 5.65	$ 5.72	$ 5.55
Visitors /open hour	4,366	3,757	3,238	4,724
Circulation/hour	6,897	5,935	5,115	7,463
Circulation/FTE	22,297	22,124	20,964	22,371
Average open hours/branch	41.4	33.7	39.1	44.7
Number of branches	7	10	10	6
Total open hours/week	290	337	391	268
Total FTE	89.7	90.4	95.4	89.4
Personnel as % of operating costs	63.2%	67.1%	66.7%	66.6%

FINANCIAL SUMMARY FOR ALL SERVICE MODELS*
Finances in Year 5

Note: All costs are not represented. Refer to the 5 year projection spreadsheet for each service model for a complete listing of expenditures

	A	B	C	D
REVENUES	$11,632,599	$11,632,599	$11,632,599	$11,632,599
EXPENDITURES				
Materials	$1,163,260	$930,608	$988,771	$982,955
Personnel	$7,173,661	$7,582,434	$7,629,560	$7,385,489
Costs common to all Models	$880,741	$880,741	$880,741	$880,741
Model Specific Costs	$858,592	$1,016,808	$990,966	$895,679
TOTAL OPERATING EXPENDITURES	$ 11,349,288	$11,294,477	$11,439,393	$11,096,334
FUND BALANCE	$604,798	$1,061,578	$564,597	$1,453,505
CASH FLOW/EMERGENCY RESERVES	$1,000,000	$1,000,000	$1,000,000	$1,000,000

***ERRATA: This is a corrected spreadsheet as of 2/1/2011**

IMPACT OF SERVICE MODELS ON PROGRAMS AND SERVICES FOR VARIOUS USER POPULATIONS
(This analysis was done by staff with review and input from some of the teams)

ALL SERVICE MODELS: CURRENT EXPERIENCE

All Populations	Multimedia collection, Reference, Readers Advisory and programming, thematic book displays open display space, Brainfuse tutoring and job search software (March 2011)
Non-mobile adults	Outreach/Bookmobile: jail visits, Hope Services, Senior facilities, book buddies; online services. Current: Outreach/bookmobile where seniors are, book buddies, online services, large print/audio and downloadable collections, deposit collections, adult programming-computer club, writing class. All facilities except Felton are ADA accessible Capitola, Downtown and B40 are walkable for significant senior population
Teens	Class visits to library, summer reading program, countywide advisory group, one teen program per week somewhere in the system (including visits to schools, annual high school card signup at five schools), partnerships: tutoring in two facilities, book discussion in Aptos, two chess clubs, brainfuse tutoring software
Preschoolers	Storytimes (currently1/branch +3 downtown); family place workshop and physical space; read to me kits, dial a story/telecuentos, raising a reader connection, outreach to child care centers and bookmobile locations
Families & Children	Family place, read to me, Tales to Tails, class visits on and off site, craft programs, dial a story/telecuentos, science activity kits and area downtown, family films, curriculum support
Seniors	Outreach/bookmobile where seniors are, book buddies, online services, large print/audio and downloadable collections, deposit collections, adult programming-computer club, writing class. All facilities ADA accessible except Felton. Capitola and Downtown are walkable for significant senior population
Geographically remote populations	Bookmobile/outreach, virtual services, dial a story
ESL Challenges	Bookmobile service, special collections, class visits, some bilingual staff
Low income communities	Every service and program that the library offers is free. Bookmobile and outreach services, evening and weekend hours, computer access
Institutionalized	Service to jail, HOPE services, services to residential facilities, Book Buddies program
Residents with cultural or other barriers	Educational opportunities through our collections, translators/sign language available for library programs, Phonic Ear & Text Enlarger, welcoming staff

POTENTIAL IMPACTS TO USERS BY SERVICE MODEL

	A	B	C	D
All Populations	24/7 and virtual reference, expanded volunteer opportunities	24/7 and virtual reference, expanded volunteer opportunities	24/7 and virtual reference, expanded volunteer opportunities	24/7 and virtual reference expanded volunteer opportunities to enhance programs and service with community based programs increased by at least 20%; expanded use of deposit or browsing collections (e.g. closed branches and other community locations)
Non-mobile adults	Enhanced tech support available by phone or online from tech branch	Expanded services where people are, Enhanced tech support available by phone or online from tech branch	Build on current programs by expanding the use of volunteers.	Expanded services to where need is
Teens		Teen centers in SV and downtown, Tech branch-teen volunteers and as participants	Increased number of programs through community partnerships and high impact volunteers	Expanded services where teens gather in the community; increased number of programs
Preschoolers		BC and Capitola focus on youth; homeschooling focus in BC	All branches focus on opportunities for additional programs through partnerships with local childcare centers and family childcare providers.	Expanded services in the community (childcare centers, family resource centers etc.); increased number of programs. BC and Capitola focus on youth
Families & Children		Expanded services where families are, (e.g. farmers' markets, fairs/festivals, school events;) BC and Capitola focus on youth	Expanded visibility in communities through open hours at all branches. Focus on youth at all branches throughout the county.	Expanded services where families gather (e.g. farmers' markets, fairs/festivals, school events, etc); increased number of programs; BC and Capitola focus on youth
Seniors	B40 tech branch; extra support Capitola	Enhanced services where seniors are; Partnerships	High impact volunteers provide programs including book clubs, tech programs, and programs of interest	Expansion of services and deposit collections to community and senior centers; increased programs
Geographically	Enhanced tech support	Increased opportunities for	Increased opportunities for	Expanded use of bookmobile;

	A	B	C	D
remote populations	online and by phone from tech branch	remote populations to find an open branch with convenient hours	remote populations to find an open branch. All 10 branches with expanded open hrs.	enhanced services in community (possible deposit collections).
ESL Challenges	Live Oak focus on bilingual	Literacy centers LO and BC; Purchase Mango language software; ESL learning classes at B40 tech lab; Partner with other agencies	Instruction provided by high impact volunteers; Purchase appropriate language support software; Partner with other agencies to increase programs.	Expanded use of bookmobile and community-based services, and increased programs. Literacy focus at LO and ESL classes.
Low income communities		Literacy Centers at LO and BC; Tech branch; onsite tutoring through community partnerships; Family Place parenting training	Develop community partnerships that create no cost tutoring programs at all branches.	Expanded use of bookmobile and community-based services, and increased programs where needed most. (Library service at farmer's markets, offsite programs in the community increased by 20%)
Institutionalized			Provided by volunteers	
Residents with cultural or other barriers	Computer classes at B40 tech branch	Off-site programming, active collaboration with centers for for persons with developmental challenges, mental illness, and sight- or hearing-impairments	Create appropriate partnerships with shared mission agencies. Incorporate high impact volunteers to create innovative experiences and programming.	One-on-one support in use of library services, training classes, off-site programming. Active collaborations with community organizations and centers serving this population.

ASSUMPTIONS MADE BY EACH SERVICE MODEL

A	B	C	D
SCPL does not have the resources to continue operating 10 branches for the next five years with an adequate level of services, hours and materials. Therefore, some branches must be closed to enable the system to regain sound financial footing.	Promoting and supporting a broader definition of literacy is critical to the future of our community.	SCPL, by careful allocation of resources, and fully implementing known library efficiencies and technological innovations, has the resources to continue to support the 10 branch system.	SCPL does not have resources to continue to support 10 branches and to also provide the level and quality of library services appropriate in a contemporary library system. Therefore, the system must close branches which serve primarily one locale or have a relatively low level of use.
Access to current information and materials is important to the community. The materials budget needs to be increased to reflect this as a priority.	Lifelong learning is increasingly important for all of us.	All existing branches have populations of users for whom a specific branch is important for their personal library experience and community connections.	Welcoming, comfortable branches with relevant collections, friendly support, and quality programs and services continue to be necessary for a vibrant library system.
Welcoming, comfortable and user-friendly physical spaces are an important part of the library experience. The system needs to begin saving money to invest in its facilities.	Digital literacy is increasingly important for everyone.	Users travel, live, and shop locally and that for these users, those branches are vital.	The unique and growing value of the public library is in enabling people to locate, access, use, and evaluate information in a variety of formats. Access to collections alone do not accomplish this. Library programs and services provide this value and distinguish libraries from other virtual and physical information warehouses.
Financial stability and flexibility are key elements for the library's success in remaining relevant to users. There needs to be money available to allow the system to	Physical materials will decrease as electronic media increases.	Each branch needs to have the capacity to serve users with a wide range of ages, needs, and interests.	There is a need to integrate virtual, branch and community-based services which serve both current and prospective library users.

A	B	C	D
plan and implement improvements, not just to meet basic operating needs.			The definition of access is that all members of the community have an equitable opportunity to avail themselves of library services.
There is a need to invest in digital materials and technologies that allow people to access information in whatever format and via whatever device they want.	Most people still prefer to interact with a real-life person, rather than a virtual one, and that a face (Skype) is preferable to the phone.	The library is becoming increasingly important as a community gathering place – a place for families, individuals and seniors to socialize, study and share cultural and other experiences.	Access to relevant and quality library programs and services results in an increased quality of life for the individual and for the community; and increasing usage of library services will expand the benefit to a larger population beyond the current patrons.
Hours and services will increase as the economy improves.	Increased programming will increase the diversity of library users.	Branches in unincorporated areas serve a particularly vital community connection role due to the relative lack of other public facilities in those areas.	People use the library where they work, shop and go to school.
People expect the library to be able to answer their questions or offer reading advice on-site. Staffing must reflect this.	Increased programming is value-added and is a marketing tool for increased use of library services.	There exists a growing pool of baby boomers and other citizens with interests and talent, looking for ways to give back to the community.	
Users of branches which are closed will adjust and find another branch to use.	People use the library where they work, shop and go to school (published surveys).	Santa Cruz County contains distinct and diverse populations and settings, and that each of those distinct populations thinks of libraries as welcoming places with relevant collections and friendly service rather than information warehouses.	
	Collaboration is a preferred and more productive method of working which requires more small group space.	With increased hours and eventually improved facilities, user statistics and public satisfaction will increase.	

A	B	C	D
	People and groups in the community are interested in partnering with us.	Voters care about how Measure B and R tax dollars are spent by the institutions supported by those taxes.	
	People and groups in the community are interested in volunteering with us.	Like most systems in California, SCPL cannot afford to fund the amount of money needed for major capital improvements, and that at some point, we may need to turn to the voters to invest in the system.	
	FEL & GP will be able to carry out the LSB service model	When equitable access is applied to the existing branches, the health of the library system will improve through increased partnerships and volunteerism.	
	Hours, services, and materials budget will increase when the economy allows.	People and groups in the community are interested in volunteering and partnering with us.	

MEASUREMENT
Or
HOW WILL WE KNOW WE WERE SUCCESSFUL?

A	B	C	D
		All % increases measured from 09/10 stats	
The system has a capital reserve fund in place with a minimum of $500,000.	Evaluation measurements are detailed in the Goals and Action Steps of the Strategic Plan. Numerous actions and expectations are specified, and customer satisfaction surveys are regularly scheduled. These will be used to evaluate the service model.	In five years, SCPL's volunteer organization will increase adult programming by 35% at all branches.	Total circulation increases by 10% per year.
Open hours increase as the economy improves.	Number of partnerships added, retained, and discontinued.	In four years, the number of children's events and programming will increase by 35% through the support of community partnerships, grants, and the support of Friends organizations.	Circulation by residents of La Selva Beach, Felton and Santa Cruz are maintained at 10/11 levels.
User satisfaction with the library system is 90% in the next five years.	Number of programs cancelled.	In five years, SCPL countywide partnerships will increase by 25%.	% of active library cardholders increases by 10% per year.
Program attendance increases 10% in the next five years.	Customer satisfaction with new reference staffing model and reference services in general, as evidenced by face-to-face, written, and/or online surveys.	In four years, user satisfaction with the SCPL website will increase by 25%.	Number of cardholders – both adult and children -- increases by 5% per year.
Overall circulation increases 5% in the next five years.	Number of new library volunteers recruited, retained, and discontinued.	Total circulation will increase 5% per year beginning in 2012 due to increased access,	New cardholders access library services twice in the year after they receive their cards.

A	B	C	D
		increased community involvement, and increased e-versions of materials.	
	Length of time volunteers are active (# hours, months).	Beginning in 2012, the number of cardholders will increase by 4% per year.	Attendance at programs exceeds 30% of the population by 2014.
	Analysis of the reasons that volunteers join and depart.	After four years, downloads of SCPL materials to e-reader devices will increase by 25%.	80% of program attendees rate the program as successful. (would be good if a baseline % was known, so this measure could be based on 10% improvement on the baseline).
	Number of times that a facility couldn't open due to lack of volunteer (2 person minimum to open a branch).	By 2012, SCPL will have a plan in place to upgrade, rebuild and or modernize all facilities.	80% of users are satisfied with the convenience of accessing library services by 2015. (would be good if a baseline % was known, so this measure could be based on 10% improvement on the baseline).
	Ongoing analysis of the staffing system to evaluate usage rates and customer satisfaction for all participants- library users, volunteers and SCPL staff.	In four years, users will be more comfortable with technological innovations and more competent at using the library's databases and resources.	80% of users find the materials and information they want (includes virtual access) by 2015. (It would be good if a baseline % was known, so this measure could be based on 10% improvement on the baseline).
	Number of new and continuing participants in the various literacy programs- adult ESL learners, tutors/students.		Use of web based services increases by 20% by 2015 (not sure what the right metrics are for measuring web based services).
	Customer satisfaction with literacy/tutoring program as measured by face-to-face, written, and/or online surveys.		90% of users (in branches, remotely and in community) perceive staff as friendly and helpful.

ALIGNMENT WITH STRATEGIC PLAN
(Note: None of the service models specifically address Organizational Readiness)

Reading, viewing & listening for pleasure:

A	B	C	D
Includes an expanded materials budget of 10% that will allow the system to maintain a greater level of new and popular material for reading, viewing and listening pleasure. The expanded materials budget can allow for more digital material to supplement and/or replace print material as patron needs and behaviors change. Centralized reference service and reader's advisory services will be available from all locations and remotely.	The core is encouraging literacy. Increased programming in branches and off site. Develop book discussion kits for all ages. Promote Read to Me kits. Actively provide and promote library card registration at programs and on the web site. Materials budget 8% of revenue. Expand eBook collection. Centralized reference staff is based throughout four branches providing afternoon, evening and weekend assistance on site. Collections will be adapted to community needs.	A consistent level of presence through increased open hours, encouraging family use and early childhood literacy. Branches will have a minimum of one children's story hour per week designed by a trained librarian and delivered by library staff. Increased materials budget (in last two years) provides each branch with relevant and continuous flow of new materials for every age and interest. Hours allow regular access to materials and will be convenient to user. Community members will develop displays reflecting interests of respective communities. Volunteers lead book groups for all ages. Topical shelving will make finding materials more like a book store experience. Readers advisory available through posted lists: staff favorites, community favorites, most checked out, top 50 on hold books, Newbury, Caldecott, reluctant readers, books.Booklists online and printed on demand.	The materials budget will provide an up to date collection and includes an additional $40,000 per year for expanded online databases available 24/7. Downloadable stations in the larger branches will also increase access to e-formats. Innovative web based tools to find, evaluate and use information will be provided along with the training classes and one-on-one support. Provide more programs per branch and more access opportunities in the community for the 70% of the population not currently actively using the library. Increased numbers and variety of programming delivered where people are (branches, on line and in the community) will increase access to programs and enhance the relevance of the library to the community. Convenient hours.

Life Long Learning:

A	B	C	D
The materials budget will allow expansion of online database and virtual resources on a variety of topics that will be as up-to-date as possible. Patrons can explore areas of personal interest through continued programming similar to what the library offers now, facilitated by both library staff and volunteers. Floating collections will provide continually refreshed materials for browsers.	Make website more user-friendly and interactive. Virtual and remote reference. Users can expect to have their questions answered at every branch. Increased community partnerships to expand library participation in countywide literacy programs and home work help,adult programming, off site programming. Adding two meeting rooms and a teen room. Reorganize spaces in all facilities to provide collaborative meeting and tutoring areas. Dedicated Tech Lab facility to assist with changing technologies. Classes for all ages, by staff, partnerships and volunteers. Increased displays and promotion of materials to stimulate interest. Convenient hours. Floating collections will provide continually refreshed materials for browsers.	Access to more materials in a variety of formats relevant to the user. The available online reference databases and access to reliable resources will help keep users aware of current events and research. Floating collections will provide continually refreshed materials for browsers. Children's and teen programming at all 10 branches. Innovative programming will be both centrally and locally designed in collaboration with high impact volunteers. Community generated programming will be conceived, designed, scheduled and delivered by community members in collaboration with branch staff. Reference will be provided by the web, phone, email, video chat. High impact volunteers skilled in technology and research will provide branch programming in web and data base instruction and guidance in downloading materials to patron devices.	The materials budget will provide an up to date collection and includes an additional $40,000 per year for expanded on line databases available 24/7. Downloadable stations in the larger branches will also increase access to lifelong learning information in e-formats. Innovative web based tools to find, evaluate and use information will be provided (enhanced by volunteers and partners) along with the training classes and one on one support needed to easily use these tools and resources. One goal is to increase programs and services and to enhance virtual resources. Programs provide vital information that increases patrons' abilities to find and use lifelong learning information. Model D will provide more access to lifelong learning information in the community for the 70% of the population not currently actively using the library.

Community Connections:

A	B	C	D
This service model does not specifically address expanding community connections beyond what the library does now. The programs & partnership division will continue to look for ways to engage the community with programming and through partnership with other agencies and organizations to reach various user groups. The flexibility built into this service model's budget will allow for investments in technology that the whole community can use. This is an area where this service model could potentially fall short on changing community needs.	Design programming with community partners All branches will provide areas for collaborations and meeting rooms hen space is available Furniture and room design that encourage collaborations Adding two meeting rooms and a teen room Community Learning Centers will be developed at BC and LO Visibility and social network venues via our website Increased community partnerships to expand programming off-site and increase visibility of the library	Collaboration among staff and community members will result in partnerships within each branch's community that will be both relevant and of benefit to its library user base. Thus, the library will link people with information strengthening connections throughout the community. Each branch will be fostered as a center of excellence for lifelong learning and community connection. Through collaboration between the volunteer coordinator, staff, and community, each branch can choose appropriate programs to enhance the lives of its citizens. Volunteers will be used throughout the system for one time jobs and for more consistent types of assignments including program delivery, greeting, connecting business partners with the library, database instruction, downloading materials to user devices, soliciting prizes for summer reading programs, hosting an array of events, assisting in creating ongoing displays, etc.	Establishing a web of partnerships and the enhanced use of volunteers will increase the ability of the system to demonstrate its value and relevance to current patrons and the 70% of the population who are not actively using library services today. Community gathering spaces both in the community, on the web and in the branches will strengthen people's ties with each other, the community and the library system.

Welcoming Place:

A	B	C	D
By including a line item for capital improvements, this service model begins to address the need to update library facilities. A Facilities Master Plan is budgeted for FY 2011-12, which will take a comprehensive look at every facility and will determine the best course of action. Moveable shelving will help to create flexible spaces within each location to meet community needs.	Each branch has its own character. Furniture and room design that facilitates use Increased displays and promotion of materials will stimulate interest. Collections will be adapted to community needs. Uses non-traditional library materials, e.g. manipulatives, games. Staff continuously improving customer service effectiveness • Single Point of Service • Continued access to reference assistance. Users can expect to have their questions answered at every branch. Open hours at least 4 days per week per branch and 3 branches open 7 days system-wide. Service available physically and virtually. Assistance with new technologies available in-person and virtually.	Funding for the Facilities Master Plan will allow professional assessment of the current facilities and identify the changes to existing facilities which will make them welcoming places that reflect the character of each community. The goal of the virtual branch will be to maintain relevance for all ages with changing technologies and to increase access and expand usage of library materials through downloadable modalities. Users will become more independent and find the library environment easy to navigate and enjoyable through enhanced collections, self check, surfing the web, and topical shelving and interesting and relevant programming.	Operating fewer branches means that more funding is available to ensure that facilities are welcoming places, ready to meet 21st century library needs. The facilities master plan funded in 11/12 will identify specific needs and funding requirements in the system. Increased/improved virtual services and materials to be available 24/7 from anywhere and provides sufficient resources to ensure these services are easy to use and welcoming. Specific funding for technology innovation which assist the library in delivering a 21st century experience. Welcoming spaces will also be provided via community based programs and services.

Financial Sustainability:

A	B	C	D
With the exception of FY 2011/12, this service model has a positive fund balance each year while also allowing the library to invest in technology and facilities in a way it has not been able to do in the last few years. Examples include: technology replacement fund, automated materials handling systems at three branches, a 10% minimum materials budget, a facilities master plan, and a capital improvement fund. Services and programs can be provided in a consistent manner for at least 5 years based on projected labor costs.	Service model is flexible: can expand and contract as funding dictates. Fund balance at the end of every year. Cash flow reserves at 10% of operating expenses. Materials budget at 8% of revenues. Capital acquisition plan established and funded AMHS will be explored, but not committed to, because the collection will be evolving over the next 5 years, and we expect fewer physical materials. Grants will be pursued to upgrade facilities to reflect "green" practices, because of the high cost of utilities being a continuous drain on revenues.	Capital reserves $50,000/year beginning 11/12. Meets standards set by the LJPB.	Staying well within the budgetary sustainability goals set by the JPB. As efficiencies are realized, fund balance grows to more than $1.4M by end of year 5. The materials budget initially is slightly higher than 8%. By 2016, the fully funded reserve to cover cash flow needs is in place. Additionally, a capital reserve is funded at $50,000 per year, beginning in 2013/14. Provides an operating surplus of $500K by 2015/16. This may be needed to face rising costs not offset by increases in revenues; such as pension and health care With the likely reduction of library support from the state, the library may need to pick up additional costs. Restructures the system so that the need to face staff, hour and materials cuts should not happen in the foresee-able future.

NEW SERVICE ELEMENTS INTRODUCED BY THIS SERVICE MODEL

A	B	C	D
Branciforte becomes a technology hub. Garfield Park becomes a local history center. Materials budget is minimum of 10% of budget. AMHS at Central and one other location. Expanded capital budget to implement efficiencies and plan for large capital expenses.	Comprehensive literacy for all library users. Centralized reference services, reference by appointment, remote reference service. Centralized programming. Increased community partnerships. Popular collections at smaller facilities. Alternative shelving proposals. Tech Lab facility. Genealogy/Local History facility. Community Learning Centers. space for volunteer tutors.	Use of high impact volunteers to enhance and expand programming system-wide in technology, data base instruction, literacy, hobbies and personal interests, etc. Increased use of web and printed lists and resources that require less interaction of staff with users. Increased user participation in creating and maintaining resources that assist others in identifying relevant library materials.	Centralized reference staff deployed to provide remote, on-site, and community-based reference and readers' advisory services. In conjunction with community volunteers and partners, will provide friendly, flexible, just-in-time support and training in using virtual tools. Automated materials handling in three highest circulation branches. Volunteers use is expanded throughout the system to enhance programs and services. A materials budget of 8.45%. The number, types, and convenient access to materials programs, and services will increase in branches, virtually and in the community. Early literacy programs will be offered in each branch and out in the community where children already gather: childcare centers, classrooms visits, and special events such as fairs and farmers' markets.

SERVICE ELEMENTS DISCONTINUED BY THIS SERVICE MODEL

A	B	C	D
La Selva Beach, Felton and Garfield Park are no longer supported library branches.	Staffing changed at Felton and Garfield Park to one staff/one volunteer model. Fewer on-site reference librarians in the mornings.	Current branch staff positions dedicated exclusively to on site reference and readers advisory will be redeployed.	Branches at La Selva, Felton, Branciforte, and Garfield are eliminated with the associated rent, maintenance, staffing etc. Reference staff based at a branch is eliminated, with on site reference provided via a central staff deployed to meet the needs of the branches. Branch staff does not deliver basic programming as central programming staff deliver most of the programming related to key strategic priorities. .

APPENDIX I   GLOSSARY

AMHS Automated Materials Handling System. This is an automated check in and sorting system that comes in various sizes and number of sorting bins depending on size of facility and volume of circulation done. It reduces the FTE needed for materials handling. To implement, it will require a remodel of the physical space to house it except where the building was designed for it such as the new Scotts Valley Branch.

Capital reserve aka Capital Improvement Reserve. Money set aside for future capital needs such as building remodels, new construction, computer system upgrades and/or major computer projects outside the scope of annual updating, etc.

Cash flow/emergency reserve Funds put aside to be used to meet cash flow shortages, significant unexpected changes in revenue or expense. Not to be used for planned capital needs or planned facility upkeep and repairs.

Centralization A service efficiency by which certain functions are consolidated and performed/managed by an individual or team. Work location coud be anywhere it is appropriate. For this report it refers to:

- Collection management- selection and maintenance of the library's physical and virtual collection.
- Program design- the design of programs for children through adults. Program delivery- the delivery of the programs designed above are delivered by a core team of library staff.
- Reference -The design and delivery of reference and readers' advisory services is conducted by a core team of library staff on-site, remotely or virtually depending on the service model and to varying degrees. (See definitions below for onsite, remote and virtual reference).To accomplish this all service models provided for additional funding for the technology needed to provide more reference virtually.

Consolidated service desks aka Single Point of Service This service efficiency includes reducing the number of service desks to as few as are necessary to ensure effective and efficient service. Commonly known as single point of service it refers to patrons going to one main desk no matter what their need and that need being met by whoever is staffing that desk. May require referral to other staff onsite, remotely or virtually. depending on the nature of the inquiry and the particular staff on duty but when done correctly it can mean more personalized service. More than one desk may be necessary depending on facility layout such as more than one floor or a large area with many blind spots. See also Roving Staff. To achieve the most effective single point of service will require remodeling of facilities (probably at the same time this is done to achieve maximum efficiency from self checkout and self pickup of holds).

Facilities Master Plan A plan usually completed by an architect, possibly with assistance from a library planner that provides direction related to the development of library physical facilities

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over an extended period of time -- usually 10 years or so. Determines possible avenues and costs. Is the first step in deciding how to fund facility and other capital improvements.

Floating Collections A process by which items that are returned to a branch stay in that branch even if their "home branch" is elsewhere. It is dependent on the ILS (Integrated Library System) being able to support the function. Results in materials handling efficiencies with less materials being transported throughout the system which may be offset by more staff time to keep the collection balanced; particularly in smaller branches with less room. To ensure success, all collections should be open to system-wide access. This does not affect the system of placing holds on items.

ILS Integrated Library System. This is the computer system that handles everything the library does: ordering and acquiring materials, paying for them, cataloging and processing them so they are shelf ready, circulating them (inventory control) and deaccessioning them when the time comes, handling patron accounts and holds, and the OPAC (online patron access catalog) so that patrons and staff can find materials in the system using subject, author, title access, etc. Also provides reports to help manage the library system and provide data to aid in planning and other decisions.

Moveable shelves These are shelving units that can be moved around to create flexible spaces so that a facility without a dedicated meeting room space may be able to create such a space "on the fly."

On-site Reference Question answering provided in person at a physical facility or bookmobile.

Outsource courier Courier is the function by which materials are moved throughout the system. This cost efficiency will move this function from in-house to a contract with a non-library vendor. One benefit is that it will no longer require the purchase and maintenance of delivery vehicles.

Readers' Advisory   A basic library service is provided by staff who respond to patrons needs to identify materials of personal interest. Requires skills, training and aptitude when done properly. E.g. Patron comes in and says they have read every Dorothy Sayers ever written. What else can they read? It is not just listing other mystery writers but requires getting to the root of what the individual liked about Dorothy Sayers in particular and then knowing what other authors exhibit these characteristics (is it geography, time in history, characteristics of the protagonist, dialogue, description, plot, etc.)

Reference   This is the process of answering questions, providing information, teaching/training how to find, evaluate and use information for oneself. SCPL currently answers close to 300,000 reference requests per year. While access to the internet has reduced and changed the nature of reference questions and requests, patrons continue to need professional assistance (e.g. lack of Internet access, inability to find accurate or relevant information themselves, or the information needed cannot be found on the Internet. Requires specific subject knowledge as well as advanced skills in how to research and find information in a variety of formats. Includes teaching the

public about the 27+ specialized databases that the library subscribes to as well as general and specialized computer classes.

Remote Reference Reference services provided within the library system by a person using electronic means such as Skyping, chatting, or email.

Roving staff This is a system by which staff are no longer tethered to a public service desk but roam throughout the library assisting patrons where they are in the library. Can be used to provide additional security in locations with blind spots in particular. Can be done by various levels of staff as long as staff is trained to seek the assistance of a reference librarian when needed.

Self check A service efficiency by which patrons check out their own materials. Most libraries have a goal of 90% self checkout. San Jose has reached 95%. Higher levels are achievable when the facility is designed with self checkout in mind and the computer system and circulation policies allow for self check to be effective.

Self pick up of holds   An efficiency whereby patrons can pick up their own holds from the designated shelves without staff mediation.

Single Point of Service See consolidated service desks.

Technology replacement fund An annual set aside of a specified amount of money so that public computers can be replaced regularly and technology improved in order to be able to take advantage of advances in technology and growing demands by the public to stay current with electronic services (faster speed of the computer itself and the broadband, expanded bandwith to handle more robust demands such as streaming video.

Vehicle replacement fund An annual set-aside of a specified amount of money so that when the bookmobile and other library vehicles need to be replaced the funds are available to do so and there is not a major drain in any one year. Also guarantees funds will be there when needed.

Virtual Reference Reference services provided using resources on the World Wide Web

Volunteers Non-paid community members who provide or assist in providing services and/or programs. Each service model deals with the use of volunteers differently. High impact volunteers is the term used to refer to volunteers who utilize a high level of expertise and skill when volunteering; often volunteering in their area of expertise after retiring from the paid workforce. For example: The Friends have a volunteer grant writer who recently retired from doing that professionally for many years.

APPENDIX II   JOAN'S LIST OF POSSIBLE EFFICIENCIES

Staffing Efficiencies	
Consolidated Desks	Pikes Peak Library District, Co- Sand Creek Br
Roving staff	Santa Monica, CA Orange CO, FL King County, WA
Self-checkout	San Jose, CA Rihmond Hill, BC
Self-checkin	Contra Costa County CA
Training for staff flexibility	Solano County, CA Pima County, AZ- Quincie Douglas Br
Floating (between branches) staff	
Management Efficiencies	
Centralized service design and planning	Singapore
Evidence based ROI calculations	Topeka-Shawnee County, KS
Automated scheduling	
Facilities Efficiencies	
Fewer, larger branches	Miami-Dade County FL
Open floor plans	DOK, Delft, Netherlands
Enhanced browsability	Hennepin County Library, MN Maricopa County Library, AZ Rangeview Library District, CO
Energy conservation	San Mateo County, CA Seattle, WA Fayetteville, AR
Self-service kiosks	Contra Costa, CA Singapore
Materials Efficiencies	
Centralized collection development & selection	Cuyahoga County, OH
E-content/downloadables	WV DELI (Digital Entertainment Library Initiative), WV
Floating collections	Columbus, OH
Automated Materials Handling	Topeka-Shawnee County KS

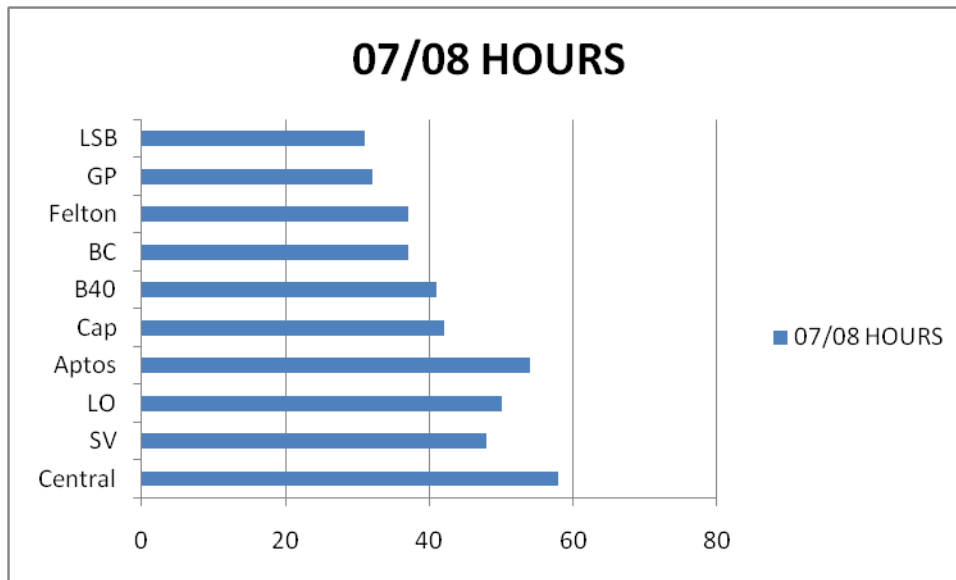# APPENDIX III STATISTICAL & BACKGROUND INFORMATION
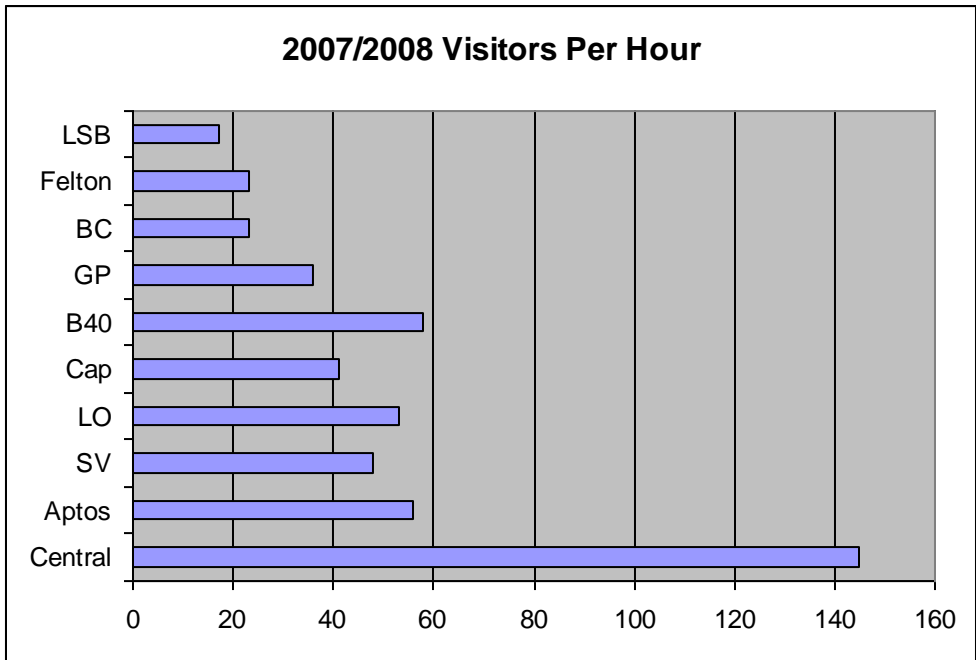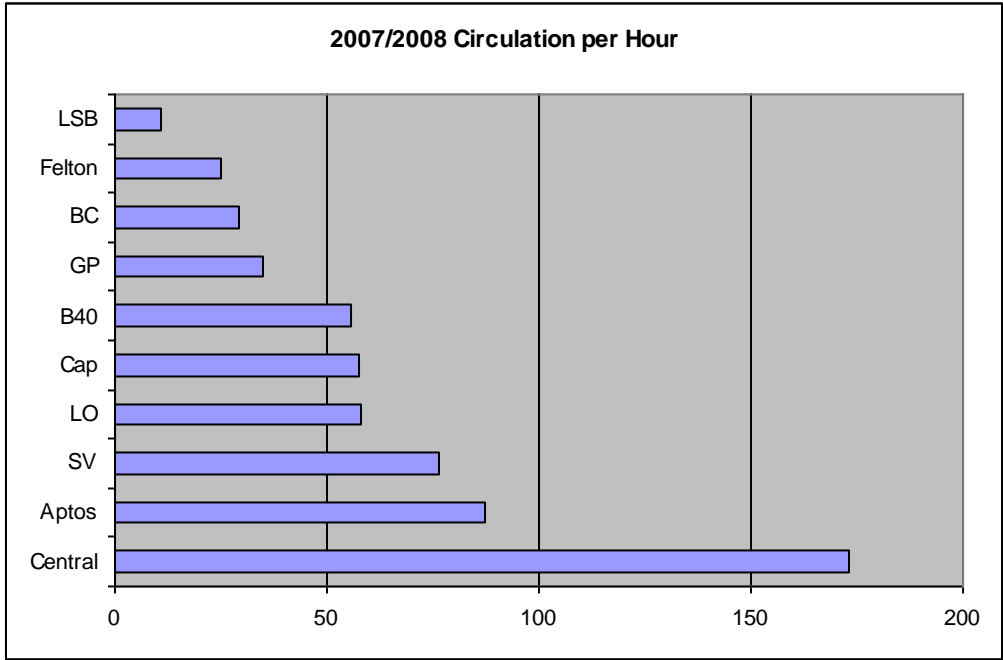
Original 5 year projections summary

	Current FY 09/10 Budget	Prelim Yr End FY 09/10	Proposed FY 10/11	Projected FY 11/12	Projected FY 12/13	Projected FY 13/14
Total Revenues	$11,352,420	$11,094,953	$10,964,562	$10,879,715	$10,984,544	$11,196,299
Exenditures						
Personnel	$7,549,316	$7,518,877	$7,709,440	$8,717,004	$8,992,550	$9,991,703
Other	$2,549,507	$2,277,697	$2,571,495	$2,396,606	$2,422,620	$2,455,422
Materials	$839,000	$475,766	$567,000	$941,616	$963,482	$1,041,585
TOTAL Expenditures	$10,937,823	$10,272,340	$10,847,935	$12,055,226	$12,378,652	$13,488,711
Net operating gain/loss	$414,597	$822,613	$116,627	($1,175,511)	($1,394,107)	($2,292,412)
Fund balance at year end (actuals for FY0910						
		495000	$611,627	($563,884)	($1,957,991)	($4,250,403)

Updated retirement and health benefits projections

	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16
Plus actual 2011/12 PERS increase		1.9%				
Plus 2012/13 PERS increase projected by PERS			0.7%			
Plus 2013/14 PERS increase projected by PERS				2.8%		
Plus 2014/15 PERS increase estimated by staff					1.0%	
Plus 2015/16 PERS increase estimated by staff						1.0%
Plus 2011/12 health increase estimated by staff		2.0%				
Plus 2012/13 health increase estimated by staff			2.0%			
Plus 2013/14 health increase estimated by staff				2.0%		
Plus 2014/15 health increase estimated by staff					2.0%	
Plus 2015/16 health increase estimated by staff						2.0%
Total projected benefit rates for Library	**42.8%**	**46.7%**	**49.4%**	**54.2%**	**57.2%**	**60.2%**
Original estimates		*42%*	*43%*	*44%*	*45%*	*46%*

FY0708 CIRCULATION AND VISITS PER HOUR BY BRANCH

07/08 HOURS

2007/2008 Circulation per Hour

A horizontal bar chart showing circulation per hour for various locations:

Location	Value (approx)
LSB	12
Felton	25
BC	28
GP	32
B40	55
Cap	58
LO	58
SV	75
Aptos	87
Central	172

X-axis: 0, 50, 100, 150, 200

2007/2008 Visitors Per Hour

A horizontal bar chart showing visitors per hour for various locations:

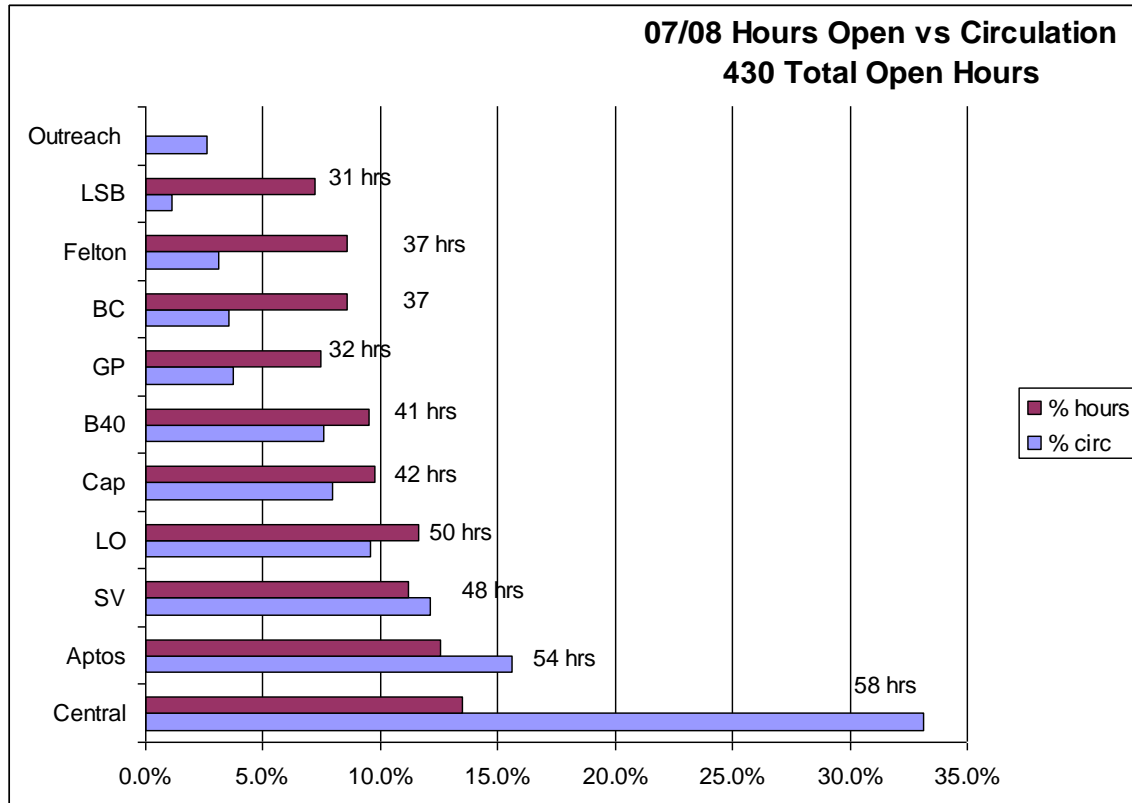| Location	Value (approx)
LSB	18
Felton	23
BC	23
GP	35
B40	57
Cap	42
LO	52
SV	47
Aptos	55
Central	145

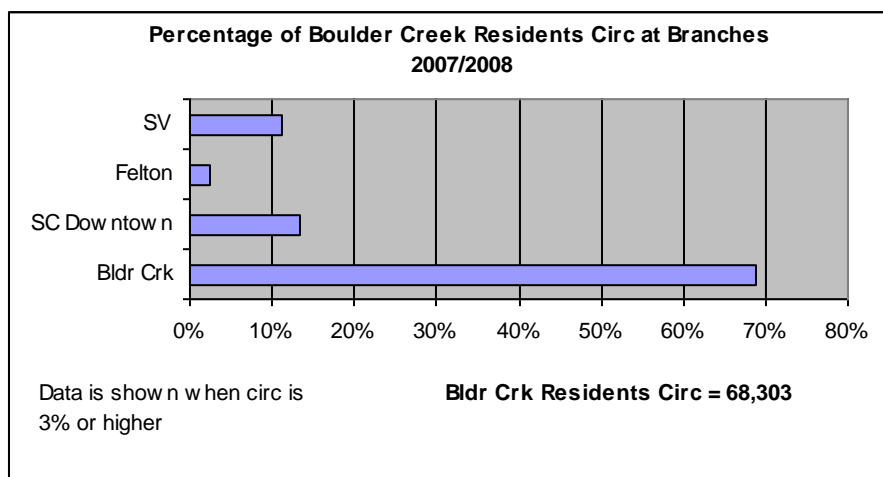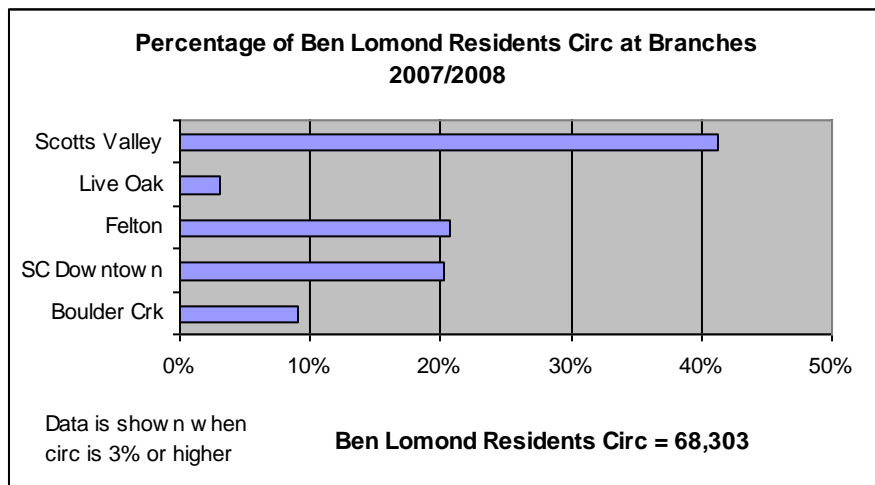X-axis: 0, 20, 40, 60, 80, 100, 120, 140, 160

Comparison of 2007/08 Open Hours and Circulation
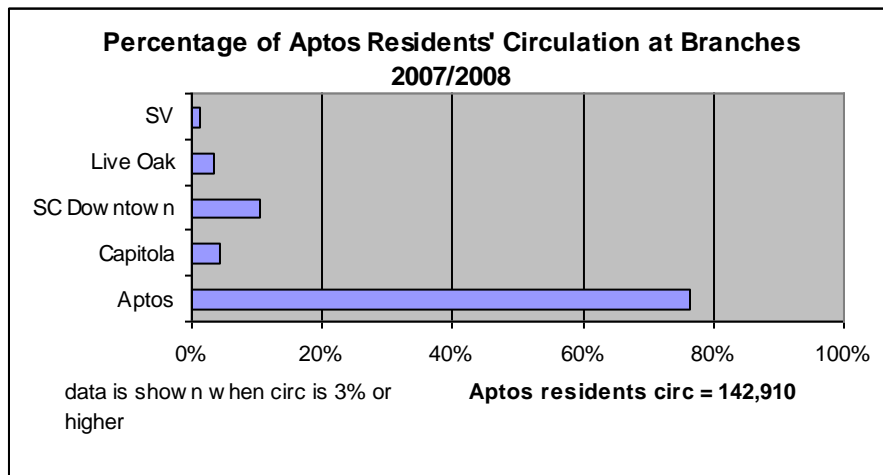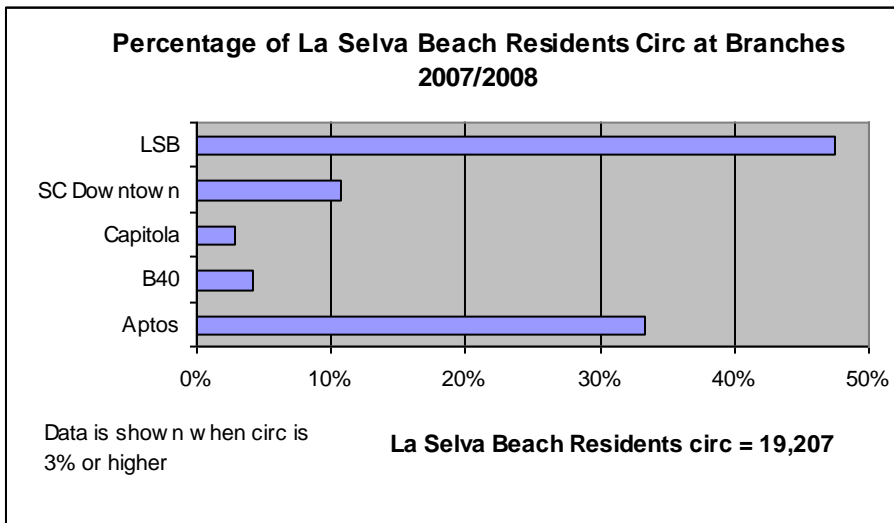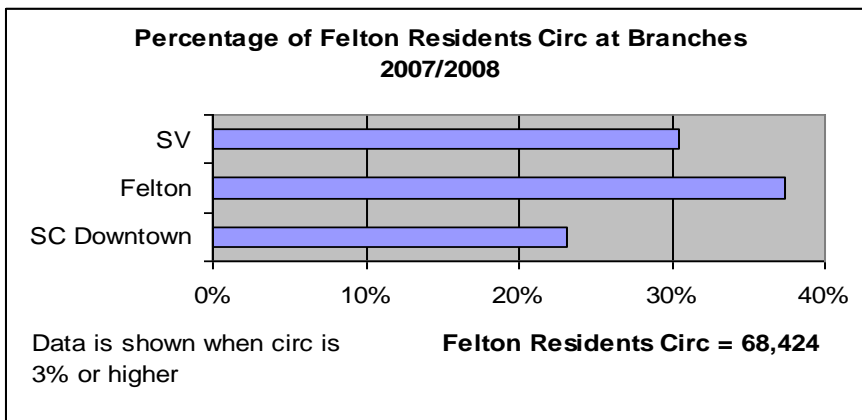
Open hours as a percent of total open hours
Circulation as a percent of total circulation

07/08 Hours Open vs Circulation
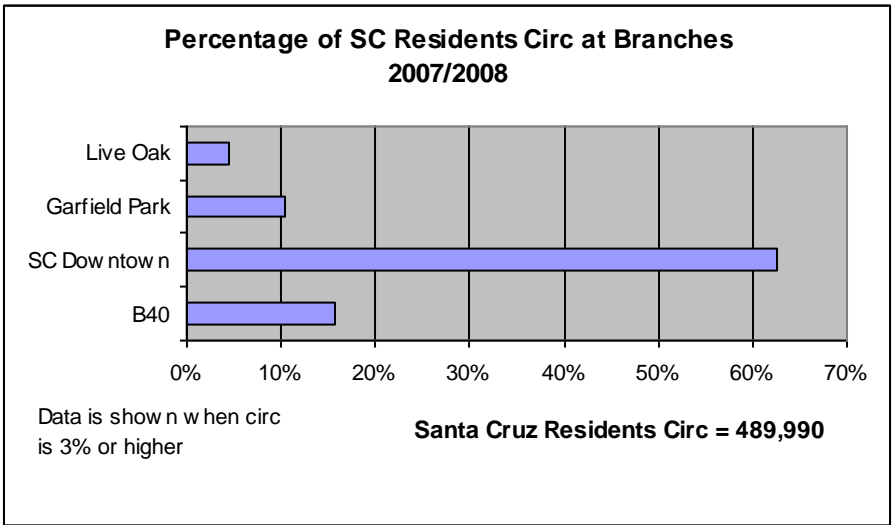**430 Total Open Hours**

Note: 07/08 is the last year prior to the staff reduction and furlough, reduction in open hours and materials budget cuts.

PERCENTAGE OF RESIDENTS 2007/08 CIRCULATION AT BRANCHES

Percentage of Aptos Residents' Circulation at Branches 2007/2008

data is shown when circ is 3% or higher   **Aptos residents circ = 142,910**

Percentage of Ben Lomond Residents Circ at Branches 2007/2008

Data is shown when circ is 3% or higher   **Ben Lomond Residents Circ = 68,303**

Percentage of Boulder Creek Residents Circ at Branches 2007/2008

Data is shown when circ is 3% or higher   **Bldr Crk Residents Circ = 68,303**

Percentage of Capitola Residents Circ at Branches
2007/2008

Live Oak
SC Downtown
Capitola
Aptos

0% 10% 20% 30% 40% 50% 60%

Data is shown when circ is 3% or higher   **Capitola residents circ = 70,217**

Percentage of Felton Residents Circ at Branches
2007/2008

SV
Felton
SC Downtown

0% 10% 20% 30% 40%

Data is shown when circ is 3% or higher   **Felton Residents Circ = 68,424**

Percentage of La Selva Beach Residents Circ at Branches
2007/2008

LSB
SC Downtown
Capitola
B40
Aptos

0% 10% 20% 30% 40% 50%

Data is shown when circ is 3% or higher   **La Selva Beach Residents circ = 19,207**

Percentage of Live Oak Residents Circ at Branches
2007/2008

Live Oak
SC Downtown
Capitola
B40

0.0% 10.0% 20.0% 30.0% 40.0% 50.0% 60.0%

Data is shown when circ is
3% or higher

Live Oak Residents circ = 171,794

Percentage of Rio Del Mar Residents Circ at Branches
2007/2008

SC Downtown
LSB
Capitola
Aptos

0% 20% 40% 60% 80% 100%

Data is shown when circ
is 3% or higher

Rio del Mar Residents Circ = 68,303

Percentage of SC Residents Circ at Branches
2007/2008

Live Oak
Garfield Park
SC Downtown
B40

0% 10% 20% 30% 40% 50% 60% 70%

Data is shown when circ
is 3% or higher

Santa Cruz Residents Circ = 489,990

Percentage of SC Residents Outside City Limits* Circ at Branches 2007/2008

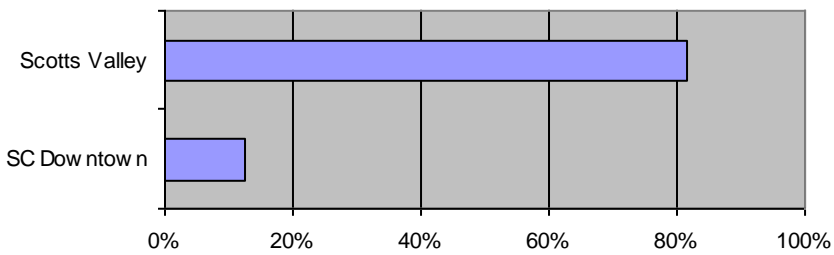| Branch	Percentage
Scotts Valley	~16%
Live Oak	~7%
Garfield Park	~3%
SC Downtown	~40%
Capitola	~11%
B40	~18%
Aptos	~4%
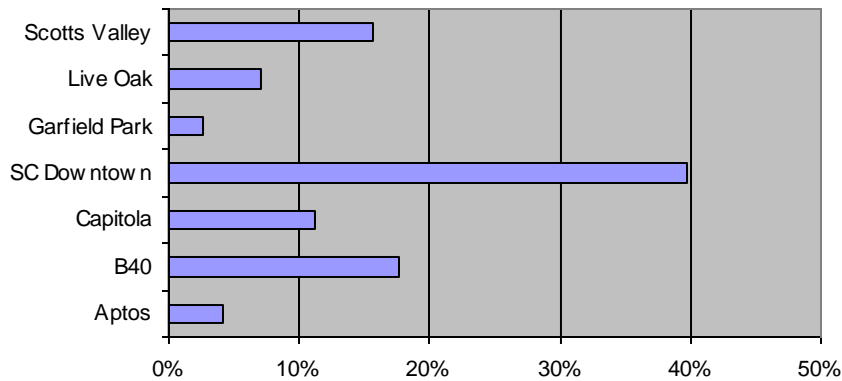
Data is shown when circ is 3% or higher

Santa Cruz Out Residents circ = 70,235

* includes residents outside city limits that are adjacent to city boundaries (primarily Pasatiempo and small area between Santa Cruz and Soquel city limits

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Percentage of Scotts Valley Residents Circ at Branches 2007/2008

Branch	Percentage
Scotts Valley	~81%
SC Downtown	~12%

Data is shown when circ is 3% or higher

Scotts Valley Residents circ = 116,786

Percentage of Soquel Residents Circ at Branches 2007/2008

Branch	Percentage
B40	~3%
Live Oak	~9%
SC Downtown	~20%
Capitola	~39%
Aptos	~26%
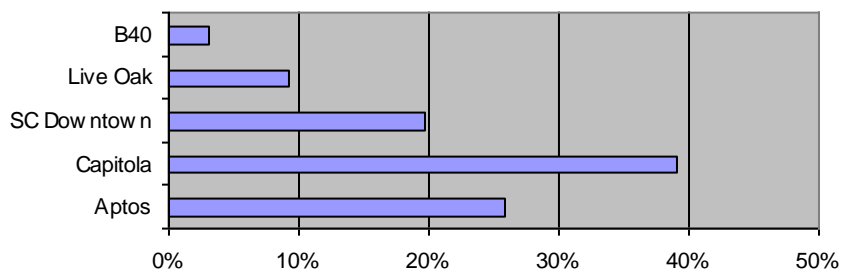
Data is shown when circ is 3% or higher

Soquel residents circ = 89,932

FY2007/08 Branch Circulation by Home Location of Borrowers

(2007/08 was the year prior to the hour and staff reductions)

FELTON BRANCH

Residence of Borrowers	% of Felton Circulation	Circulation
Ben Lomond	22%	10,833
Felton	53%	25,549
Santa Cruz	7%	3,627
Out of Area	8%	3,857
All other	10%	4,608
Total	100%	48,474

Note: All other includes locations with less than 5% of branch circulation

APTOS BRANCH

Residence of Borrowers	% of Aptos Circulation	Circulation
Aptos	44%	109179
Rio Del Mar	17%	40907
Santa Cruz	5%	12140
Soquel	9%	23250
All other	24%	60055
Total	100%	24,5531

Note: All other includes locations with less than 5% of branch circulation

**BOULDER
CREEK**

Residence of Borrowers	% of Boulder Creek Circulation	Circulation
Ben Lomond	8%	4746
Boulder Creek	84%	46992
All other	8%	4228
Total	100%	55,966

Note: All other includes locations with less than 5% of branch circulation

BRANCIFORTE

Residence of Borrowers	% of Branciforte Circulation	Circulation
Live Oak	11%	12787
Santa Cruz	74%	88936
All other	15%	17340
Total	100%	119,063

Note: All other includes locations with less than 5% of branch circulation

CAPITOLA

Residence of Borrowers	% of Capitola Circulation	Circulation
Aptos	5%	6352
Capitola	29%	36109
Live Oak	16%	19475
Santa Cruz	14%	17648
Soquel	28%	35192
All Other	9%	10687
Total	100%	125,463

Note: All other includes locations with less than 5% of branch circulation

GARFIELD PARK

Residence of Borrowers	% of Garfield Park Circulation	Circulation
Santa Cruz	90%	52292
All Other	10%	6092
Total	100%	58,384

Note: All other includes locations with less than 5% of branch circulation

LA SELVA BEACH

Residence of Borrowers	% of La Selva Beach Circulation	Circulation
Aptos	12%	2157
La Selva Beach	52%	9115
Rio Del Mar	8%	1393
Watsonville	13%	2335
All Other	15%	2588
Total	100%	17,588

Note: All other includes locations with less than 5% of branch circulation

LIVE OAK

Residence of Borrowers	% of Live Oak Circulation	Circulation
Capitola	6%	9248
Live Oak	61%	91359
Santa Cruz	18%	26989
Soquel	6%	8301
All Other	10%	14857
Total	100%	150,754

Note: All other includes locations with less than 5% of branch circulation

SCOTTS VALLEY

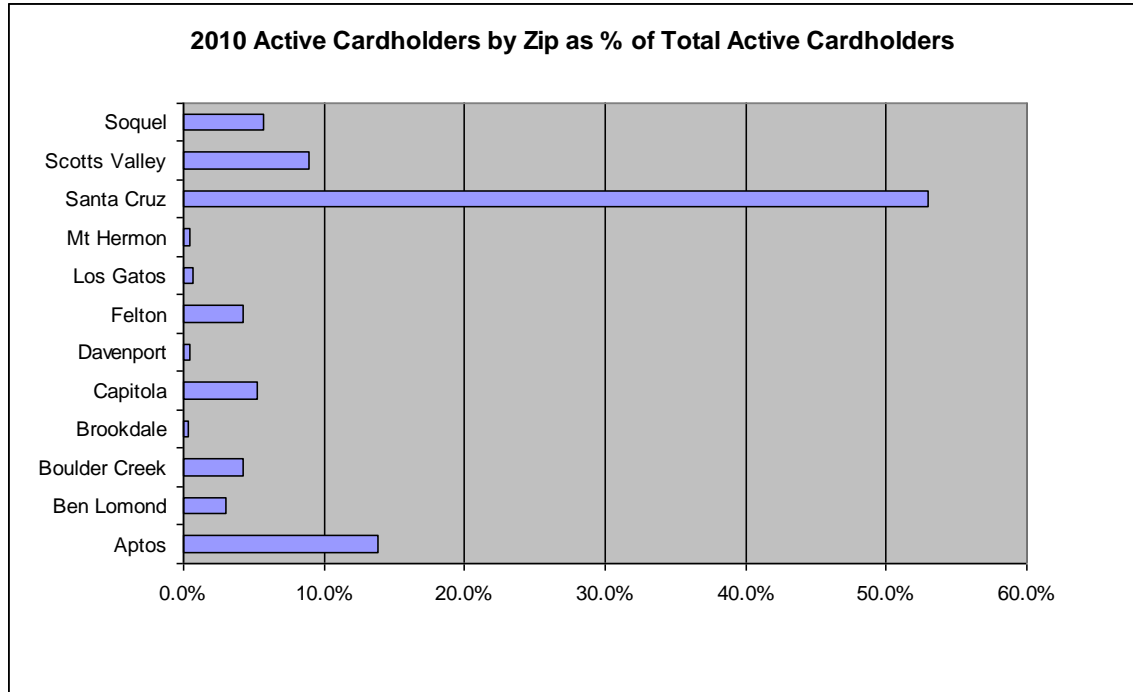| Residence of Borrowers	% of Scotts Valley Circulation	Circulation
Ben Lomond	11%	21557
Felton	11%	20815
Santa Cruz	12%	22341
Scotts Valley	50%	95417
All Other	16%	30485
Total	100%	190,615

Note: All other includes locations with less than 5% of branch circulation

SANTA CRUZ DOWNTOWN

Residence of Borrowers	% of Santa Cruz Downtown Circulation	Circulation
Live Oak	7%	39050
Santa Cruz	64%	334505
All Other	<u>28%</u>	<u>148545</u>
Total	100%	522,100

Note: All other includes locations with less than 5% of branch circulation

2010 ACTIVE CARDHOLDER DATA

2010 Active Cardholders by Zip as % of Total Active Cardholders

Zip	%
Soquel	
Scotts Valley	
Santa Cruz	
Mt Hermon	
Los Gatos	
Felton	
Davenport	
Capitola	
Brookdale	
Boulder Creek	
Ben Lomond	
Aptos	

2010 Active Cardholders as % of Zip Population

Zip	%
Soquel	
Scotts Valley	
Santa Cruz	
Felton	
Davenport	
Capitola	
Brookdale	
Boulder Creek	
Ben Lomond	
Aptos	

Total Active Cardholders as % of Total Population = 28.8%

TRENDS FOR PUBLIC LIBRARIES WITH A SERVICE AREA POPULATION OF 100,000-250,000
(Santa Cruz average service area population is about 212,000 n FY10/11)

Library	Year	Circulation per Capita	Holdings per Capita	Visits per Capita	Expenditures per Capita	Total Operating Expenditures
PLDS group	2007	7.54	2.68	4.42	33.05	$5,262,200
PLDS group	2008	8.10	2.70	4.92	37.44	$5,928,548
PLDS group	2009	8.39	2.64	4.93	37.81	$6,059,532
PLDS group	2010	9.09	2.74	5.61	38.09	$6,153,000

Library	Year	Library Registrations	Library Materials Expenditures	Materials as % of Expenditures	Salary Expenditures	Benefits Expenditures
PLDS group	2007	82,104.89	$679,668	12.69	$2,647,325	$808,445
PLDS group	2008	91,221.03	$747,568	12.65	$2,937,621	$919,451
PLDS group	2009	91,940.05	$734,010	12.14	$3,049,414	$936,305
PLDS group	2010	99,063.63	$719,055	11.80	$3,172,904	$971,290

Library	Year	Materials Expenditures per Capita	Public Service Hours	Reference Transactions per Capita	Salariesw/ benefits as % of Expenditures
PLDS group	2007	4.22	281.93	1.03	66%
PLDS group	2008	4.68	281.80	1.05	65%
PLDS group	2009	4.55	284.54	1.03	66%
PLDS group	2010	4.42	281.55	1.14	67%

APPENDIX IV   FINANCIAL CATEGORIES

PERSONNEL
Regular Full & Part time
Benefits
Overtime
Termination Pay
Temporary wages
Temp Benefits (FICA+)
Special Vacation Pay
Special Sick Leave Pay
Vehicle Allowance
Retirement
Group health
Group dental
Vision
Medicare insurance
Group life
Disability
Unemployment
Workers' comp
Accrual payout
Retirement Incentive

FIXED COSTS
Claims Management
Professional Services Other
Financial services outside (audit)
Office equipment/maintenance
Other equipment - operation/maintenance
New Scotts Valley maintenance/utilities
Landscaping maintenance
Software maintenance
Hardware maintenance
Travel & meetings
Training
LSTA Tuition Reimbursement Grant
Telecommunications - internal
Telecommunications - outside
Liability insurance/surety bonds - internal
Liability insurance/surety bonds - outside
Advertising
Dues & memberships
Printing & binding - outside
Moving costs
Postage
Office supplies
Books & periodicals - grants & donations
Safety clothing & equipment

Copier supplies
Computer supplies
Library functional supplies
Printing and binding - inside
Computer Equipment
Miscellaneous supplies & services
Refunded fees and fines
Office furniture/equipment
Loan principal (headquarters loan)
Other debt principal (maintenance of effort overpayment)
Loan interest (headquarters loan)
Loan interest (city cash advances)
Other debt interest (maintenance of effort overpayment)

VARIABLE COSTS BASED ON SERVICE MODEL
Water, sewer, & refuse
Janitorial services
Vehicle operation - internal
Janitorial supplies
Electricity
Natural gas
Equipment, building, & land rentals
Building & facility m&o – outside
Outsource courier

CAPITAL PROJECTS
Facilities Master Plan
Single service remodel
Single service remodel downtown
AMHS
AMHS downtown
AMHS remodeling
Centralized Ref Tech Costs
Remodel B40 for tech branch
Technology innovation and upgrade

SPECIAL FUNDS
Technology replacement fund
Vehicle replacement fund

RESERVE FUNDS
Capital improvement reserves
Cash flow/emergency reserve

MATERIALS
Books & periodicals

CITY ADMINISTRATIVE FEE
5.5% admin fee; does not include capital costs or debt service

APPENDIX V ADDITIONAL SERVICE MODEL INFORMATION

Each team was invited to provide any additional material they felt necessary to better explain and/or support their service model.

Service Model B

INTRODUCTION AND OVERVIEW OF SERVICE MODEL B

This service model was created to meet the need for a financially sustainable library system that has an emphasis on quality service to our community.

Literacy is the thread that connects every facet of library service. It is the essence of all that SCPL offers—books and media, Storytimes, Munching with Mozart, reference service, or computer instruction. In the 21st century, the definition of literacy has expanded beyond the ability to read and now includes early literacy, information, cultural, computer, and technological (gadgets) literacies.

> "The literate of the future will be those who can not only read and write,
> but also learn, un-learn, and re-learn." – from Alvin Toffler, author of *Future Shock*

Libraries have always championed literacy, along with the notion of free and complete access to all information. Combining these two concepts provides the basis for an educated and informed population which is, in turn, the foundation for our democracy.

If we maintain our focus on those services which promote all of the forms of literacy, then as these forms evolve, the Library will be positioned to change along with them and remain a relevant institution.

This service model also addresses the need for increasing our partnerships with related agencies, organizations, and individuals. In this disastrous economy, public sector and non-profit agencies are vying for dwindling resources and looking for ways to become more efficient in their operations. The need for collaboration among related groups has become crucial if we want to bring quality library services to the community.

The following describes some of the means by which library staff deliver the services to support all of the literacies. Some programs which have been scheduled, but not yet implemented, are also noted as "upcoming."

EARLY LITERACY

Early Literacy is everything children know about reading and writing before they can actually read and write. This includes stimulating a child's interest in and enjoyment of books, knowing how to

handle a book, knowing the names of things, learning to name letters, knowing they have sounds, and how to follow the written word on a page.

Library services that support Early Literacy:
- Collection development: books and other print materials, Read to Me kits, developmentally appropriate software, deposit collections at daycare facilities.
- Facilities: Family Place areas and manipulatives (e.g., blocks).
- Programming: Babytimes, Laptimes, Storytimes, Summer Reading Program, Family Place . Upcoming-- "Read @ the Library."
- Community Collaborations: First Five, UCSC, Cabrillo College Early Childhood Education Center (ECE) Raising a Reader program.

LEARNING TO READ – CHILDREN, TEENS, & ADULTS

Library services that support Learning to Read:
- Collection Development: print and electronic materials, developmentally appropriate software.
- Facilities: space to meet with tutors.
- Reference and Readers' Advisory: in person and online individual assistance, class visits, book discussion groups for all ages.
- Programming: Summer reading program, Tales to Tails program, volunteer tutor program with UC Santa Cruz is being reinstated.

We propose that the Library especially focus on literacy partnerships throughout the county. While all of our branches will continue to provide space for independent tutors and students, two facilities will have dedicated areas for volunteer tutors to meet with their students. These will be renamed Community Learning Centers (CLC.) The concept is service modeled after the "Mission Library and Family Reading Center," in Santa Clara.

> "The City of Santa Clara Public Library has designated its only branch as a Literacy Center. Its collections include a browsing collection (non-requestable) of popular adult books, newspapers, and magazines, a children's wing, a meeting room, and a wing that has both long tables for classes, as well as cubicles with tables and chairs for 2-4 people. Programs are brought to the branch by the Central Library staff, including storytimes and Summer Reading Programs for different age levels."
> http://library.santaclaraca.gov/index.aspx?page=1379

San Francisco Public Library operates literacy programs called Project Read and Families for Literacy:

> Through Project Read, the adult literacy program of the San Francisco Public Library, professionally trained volunteer tutors provide free one-on-one tutoring to English-speaking adults who want to improve their basic reading and writing skills. Activities for enrolled adult learners with young children are offered through the Project Read Families for Literacy Program.
> http://sfpl.org/index.php?pg=0200002801

> Families for Literacy is a very special part of Project Read. It provides extra support for Project Read learners who care for children 5 years of age and younger. These parents are taught skills and strategies that prepare their children to be successful in school and encourage reading in the home as an activity to be shared and enjoyed by the whole family.
> http://sfpl.org/index.php?pg=2000022101

Potential partnerships with Santa Cruz Public Library include the Volunteer Center, Santa Cruz County Reading Association, UC Santa Cruz, Cabrillo College, and local high school students.

INFORMATIONAL LITERACY

Library services that support Informational Literacy:
- Collection Development: books, magazines, e-books, audio books, video formats.
- Reference: reference desk assistance (youth, teen, adult specialties) developing E-Branch presence, online bibliographies and pathfinders, chess clubs, class visits, careers and job searching, assistance with resume preparation.
- Programming, Youth: science activity centers and displays, fish tank, book displays, science programs (in the library and off site).
- Programming, Adult: Science Matters and other science programs, book displays, classes.
- Collaborators: UC Santa Cruz, schools, Gjon Feinstein (chess master) Dana MacKenzie (chess master) Small Business Development Center (Cabrillo).

Suggestion: Patrons make appointments with reference staff for individual research. This has worked well for the Central YS staff who have trained a number of individual teachers and school librarians, who have then trained their students in the school computer labs.

CULTURAL LITERACY

Library services that support Cultural Literacy:
- Collection Development: all formats.
- Reference and Readers' Advisory: in person and online individual assistance.
- Programming, young children: singing and art in our regular storytimes, storytellers (non-staff) theater, music, and visual art programs.
- Programming, teen and adult: poetry, writing, and book talking programs offered by local authors, art appreciation programs, music (Munching with Mozart) theater (Michael Warren from UCSC, & Shakespeare SC) readers theatre at Hope Services, service to Santa Cruz County Jail, library hours at senior housing facilities.
- Collaborations: Cabrillo Stage, UCSC, Carol Panosky (Munching with Mozart) Patrice Vecchione (poet) Laurie King (author) Jim LaMarche (author/illustrator).

COMPUTER LITERACY

Library services that support Computer Literacy:
- Reference: database and catalog training on site for all ages on an individual basis; developing E-Branch presence, ongoing assistance with novice computer users by all staff in all facilities.
- Programming: Youth Services staff host hundreds of class visits/lessons during school year; reference staff offer computer classes for adults; gaming programs for teens currently at LO and BC & will be offered at the new Scotts Valley branch.
- Facilities: Downtown and Scotts Valley Meeting Rooms for classes, laptops can be set up at other library facilities for classes.
- Collaborators: Upcoming-- In January 2011, "Computer Dave" will start a computer club for people who want to become more comfortable and familiar with their computers.

NOTE: Community collaborations in this area will be very welcome, especially in the new Tech Lab.

TECHNOLOGICAL LITERACY -- "GADGETS"
Assisting our patrons in accessing library materials and services through their personal devices.

- Reference: Tech-savvy staff, especially at the proposed Branciforte Tech Lab; staff troubleshoots downloading of e-Books and e-Audio; research queries will be answered in person, and through email, text, IM, chat, Skype, and telephone service.
- Facilities: Proposed services include current, updated local and library information that will be available on digital signs in all branches; the Tech Lab will be a beta testing site for new technologies (hardware); download stations available in branches.
- Programming: Digital photography classes for teens, gaming.
  Upcoming-- Technology Petting Zoo, Computer Club.
- Collaboration: Digital Sign Factory, Cruzio, NextSpace. This is an excellent opportunity to develop partnerships with our tech community.

NOTE: Once Skype is used in the branches, this service also must be available for use remotely. That's what our patrons will want, and we need to be prepared for it.

OVERVIEW OF FACILITIES:

USER EXPERIENCE:
When a person walks into any library facility they will find:
- A welcoming staff
- Uncluttered spaces
- Single Point of Service (SPS)
- Reference assistance (you can ask a question and expect an answer)
- Popular reading, listening, and viewing collection
- Computers and access to the Internet
- Plenty of power outlets in all branches
- Online tutoring
- Individual and small group spaces
- Regular and special programming
- Open hours at least 4 days a week
- Bookmobile service is available throughout the county
- Welcoming E-Branch is available 24/7

Additional features are shown below for each facility.

Aptos
User Experience Enhancements:
- Literacy supported: early, learning to read, informational, cultural, computer
- Programming: all ages
- Reference Service: additional onsite reference support from centralized reference team in afternoons, evenings, and weekends.
- Collaborations: Cabrillo College
- Facilities: meeting room that can also be used after hours

Aptos would remain largely unchanged, converting to the new staffing model, adopting single point of service and self-check.

Boulder Creek
User Experience Enhancements:
- Literacy supported: early, learning to read, informational, cultural, computer, technology
- Programming: all ages
- Facilities: meeting room that can also be used after hours

Boulder Creek would become a Community Learning Center (CLC.) The area is surrounded by independent learners and has a vital homeschooling community, who will be invited to support the library. The Staff Volunteer Coordinator and the person-in-charge will encourage liaison with the community and collaboration through the recruitment of volunteer tutors. It is anticipated that older homeschool students will be available to help younger students. Local learners will be encouraged to create life experiences through shared programming and classes, landscaping, and community involvement. The Volunteer Center, UCSC, and Cabrillo are other possible collaborators.

Some preparations for the CLC can start right away, particularly the physical changes to the branch. The meeting room is already available for group meetings, and collaborative study areas will be created that can be used throughout the day. Some computer stations will be expanded to become shared digital stations. The timeline on this is dependent on the workload of the Programs and Services Division, who will be transitioning Live Oak to a CLC as well.

Branciforte Tech Lab
User Experience Enhancements:
- Literacy supported: learning to read, informational, computer, and technology
- Programming: school-age and older with emphasis on technology
- Facilities: meeting room that can be used after hours

The Branciforte Tech Lab will feature download stations and public computers with a staff that is tech-savvy. Computer stations will be set up for individual and multiple users, and study areas will accommodate multiple users, tutors, and individuals.

The branch will be the test site for new technologies considered by the system. It will be the system's "go-to" spot for tech help with accessing library resources, e.g., downloading e-books and e-audio, or more general help for patrons navigating online media and information with their personal tech devices.

We believe that the community is not yet ready for a library facility without any books, as has been suggested for Tech Branches in general. Perhaps the branch will be transitioned to a book-free facility in the future, but in the meantime, the Tech Help Center will be the prominent feature, with areas for browsing, reading, collaborating and studying also available.

Physical changes:
- Remove all adult and juvenile fiction free-standing shelves.
- Remove the shelving underneath the windows in the juvenile area.
- Leave 1-3 ranges of low, free-standing shelves to shelve some of the Juvenile Easy collection and to create a Family Place area.
- Tech/help desk will stay where it is, but will be reconfigured to a friendlier style conducive to collaboration and side-by-side assistance.
- Remove all staff desks and cupboard lining the walls in the back room to reinstate the meeting room. There is a back entrance, bathroom access, and adequate parking.
- Create smaller meeting spaces by using some low movable shelving throughout.

The entire print and media collection will be shelved along the walls and reduced to 10-20% of the current size:
- No print reference materials
- Combine all nonfiction (adult, YA, Juvenile)
- Separate sections for each fiction level: adult, youth adult, juvenile, Juvenile Easy
- Two newspaper subscriptions, 10 magazine subscriptions
- Audio books and DVDs for all levels

Having fewer materials decreases the staff time needed for collection maintenance. It is also suggested that the materials be shelved in broad categories. Some possibilities are:

- Non-Dewey shelving (BISAC)
- Using only the 1st 3 numbers (no decimals)-- all 500's together, all 600's together, etc.
- Fiction- shelve by first letter or first 3 letters of author's last name

Branciforte is geographically ideal for access by other areas of the county: it is located near the center of the county and is very close to Highway 1 (Morrissey exit.) Staff will also be available for system-wide help through email, Skype, IM, etc., during open hours. For these reasons, the Center will be open 7 days/week, in the afternoons and evenings. Class visits, storytimes, public classes and staff training will be scheduled and delivered by the Programs and Services Division, taking advantage of the equipment in place.

B40 is surrounded by schools- 2 elementary, 1 middle school, 2 high schools, and the Small School Campus (4 individual schools) are all within walking or biking distance. Not only will these school-aged groups be well-served, but also the older students are a volunteer pool as both tutors and techies. Student and community volunteers will be recruited for programs and on-site assistance. These volunteers will be "high level," meeting the changing needs of volunteers as baby boomers enter retirement and are looking for more "meaningful" opportunities.

Capitola
User Experience Enhancements:

- Literacy supported: Early and School-age literacy
- Programming: Early, school-age and family

When the new Capitola Branch is completed, it will function as a traditional branch while Live Oak converts to a CLC. The current Capitola Branch, despite its physical shortcomings, has become a community hub in its central and high-traffic location.

Because its building and functions will change in the near future, we propose leaving Capitola as it is in 2011/2012. So much of the neighborhood already uses its playground, and all of the children's programs are very well-attended. Until it has a multi-functional space, Capitola will have a family/young child focus. A new facility will allow Capitola to provide the services that the Downtown, Aptos, and Scotts Valley branches provide now. Capitola will take over the reference, programming, and service hours currently at Live Oak.

As the timeline for Capitola's construction becomes clear, Programs and Services will carefully plan staff training for the transition.

Downtown
User Experience Enhancements:

- Literacy supported: early, learning to read, informational, cultural, and computer
- Programming: all ages
- Reference Service: additional onsite reference support afternoons, evenings, and weekends
- Collection: comprehensive
- Facility: two service points (downstairs and upstairs), teen room, and meeting room

The Downtown Library would remain the largest and most staffed facility in the system. Its collection will continue to have the most depth, being the only branch large enough to do so. On site reference will be provided here, using single point of service in two locations. Downtown will have extra space when the genealogy and local history collections move to Garfield Park.

The community has long identified a need for a large, modern teen room at the library. We propose that this branch have a teen room to accommodate the increasing numbers of middle and high school students. We also propose increasing coordination with other teen agencies downtown. The creation of a teen room will need careful consideration of the current building layout, meeting spaces and storage areas, to develop a plan that can optimize access, staffing, logistics and costs.

Felton
User Experience Enhancements:
- Literacy supported: early, learning to read, informational, cultural
- Programming: all ages
- Vital volunteer support

The circulation and use statistics support converting Felton to the LSB model. (see La Selva Beach description) Their local Friends group will provide a Felton Volunteer Coordinator to work with the SCPL Staff Volunteer Coordinator.

Garfield Park
User Experience Enhancements:
- Literacy supported: informational and cultural, computer
- Programming: Genealogy and local history
- Collection: Genealogy and comprehensive local history
- Vital volunteer support

GP will become the Genealogy and Local History branch. This branch will comprise the genealogy and local history collections currently housed at Central, including the Californiana collection. There isn't a local Friends group. The Genealogy Society will provide a Volunteer Coordinator to schedule volunteers and work with SCPL staff. Local community volunteers could be also recruited by the Genealogy or Staff Volunteer Coordinator.

Microfilms should be digitized, eliminating the need for multiple microfilm readers (which are always breaking, anyway.) This also reduces the space needed for the collection. Newspaper clipping file and local government materials can also be moved to GP, as space is available, or left at the Downtown Library.

There will also be a very small browsing collection, as determined by the Collection Development Team. Configure GP to have a meeting space for history talks and Genealogy gatherings. The nearby Downtown Branch can be used for larger meetings.

La Selva Beach
User Experience Enhancements:

- Literacy supported: early, learning to read, informational and cultural
- Programming: all ages
- Vital volunteer support

The current La Selva Beach model is working well for its community. LSB will continue with this service model, eliminating the page position, and utilizing volunteers for this function. The resulting configuration is 1 SCPL staff and 1 volunteer. The limiting factor for open hours will be how much staff time the system can afford to provide.

LSB has a strong, active Friends group and relatively low circulation and use statistics. Much of the success of the staffing model can be attributed to its local volunteer coordinator, who will work with the (proposed) SCPL Staff Volunteer Coordinator in the future. Programming will be scheduled and delivered through the Programs and Services Division.

The La Selva Beach model is recommended for Felton and Garfield Park.

Live Oak
User Experience Enhancements:
- Literacy supported: early, learning to read, information, cultural, computer
- Programming: all ages
- Reference Service: additional onsite reference support from centralized reference team in afternoons, evenings and weekends
- Facilities: meeting room and collaborative spaces

Live Oak would remain a traditional branch for the time being, but some of its public space would be modified as a Community Learning Center (CLC). The neighborhood is in dire need of more meeting space. We propose that the adult non-fiction area be converted to any combination of the following meeting spaces: a medium to large meeting room, cubicles for literacy tutors, and tables for groups to gather and collaborate. The mobile space designed for the new Scotts Valley Library could be a model.

Eventually, as an expanded Capitola Branch is completed, Live Oak will finish its transition to a CLC. The Center will be distinguished by having a bestseller/high demand collection which supports formal literacy training, similar to the Santa Clara City Library model.

The literacy program would operate in partnership with the Volunteer Center, UCSC, Cabrillo, and the Live Oak Family Resource Center, among others. Homework assistance supported by a bilingual staff is a high priority among the Hispanic community (Strategic Plan surveys/town halls). Individual study cubicles, areas for small study groups and homework assistance would be created. There would also be reading areas for the community. The creation of more meeting spaces supports the emerging collaborative models used both in schools and businesses.

Special Collection Suggestion for Live Oak: Natural History
Corcoran Lagoon is a popular area for birds and birdwatchers. We propose partnering with the Santa Cruz Natural History Museum, local birding groups, and Long Marine to focus part of the adult non-fiction area toward a natural history area with exhibits from the collaborating agencies, as well as other appropriate interest groups and individuals.

<u>**Scotts Valley**</u>
User Experience Enhancements:
- Literacy supported: early, learning to read, information, cultural, computer, technology
- Programming: all ages
- Reference Service: additional onsite reference support from centralized reference team in afternoons, evenings and weekends
- Facilities: meeting room and collaborative spaces, teen room, and video production studio

Scotts Valley moves into its inviting new building in 2011. Features include a media wall, a fireplace, a teen gaming wall, digital signage, a teen room, video production studio, early literacy furniture and computers, small group areas, and a flexible space meeting room.

Reference Service
at
Aptos, Downtown (both service points), Live Oak, & Scotts Valley

We agree that centralized reference should be a goal for the new service model, but we do not feel that this means that every reference librarian should be assigned to the same branch. We believe that it is a stronger model to base reference librarians at each of these five service points:

>   Downtown (downstairs/upstairs)
>   Scotts Valley
>   Aptos
>   Live Oak (when Capitola is built, these librarians will migrate to Capitola).

The Reference Team will be considered a unit of the Programs and Services Division, and its members will be considered system staff rather than branch staff. The team will work together to design and carry out reference services, and individual members of the team will be assigned to one of the four branches above as home base. Members of the Reference Team are not considered branch staff at their home base.

It will require no extra expense to disperse the Reference Team in this way. All branches will have to have Skype/e-reference equipment. The "Tech Team" at Branciforte would also be available for Skyping to assist staff and patrons at other areas of the county. The visual aspect will be important in helping to troubleshoot problems.

For the public, it will mean that they have five locations at which to receive in-person reference assistance, whether as walk-in or by appointment. A top priority of Service Model B is to have the maximum number of staff available to work directly with library users.

Regardless of home branch, all members of the Reference Team will be assigned system shifts fielding system e-reference queries, system Skype queries, and system telephone queries. The technology allows this kind of rotation. When not assigned one of these shifts, Reference Team members will offer in-person reference assistance (both walk-in and appointment) at their home base. They will also be able to offer training opportunities to the public whether assigned to Downtown, Scotts Valley, Aptos, or Live Oak. Service Model B recommends that these four

branches have similar weekly open hour totals.

The primary advantage of deploying the Reference Team in this way is that it more closely conforms to typical use patterns. Research shows that people are unwilling to make extraordinary efforts to obtain information. All branches will have access to e-reference and Skype reference and four branches (five services points) will have access to in-person reference assistance and training. The skills of the Reference Team will be more accessible to more library users.

While we realize that the actual size of the Reference Team depends on which service model is chosen, we believe that coordinating system information services from these services points will best serve the needs of library users.

SUMMARY OF EFFICIENCIES TO BE IMPLEMENTED

On-site service:
- Self-checkout goal is 90%.
- Single point of service.
- Current staffing proportions used.
- Roving reference staff uses mobile technologies.
- With the new ILS, the computer can prioritize where a request is pulled from, so most of the requests could be filled by the larger or closer libraries first.
- Analyze courier service to reduce deliveries, e.g., only on the days the branch is open, or less often to some branches.
- Floating collections.

Collections:
- Centralized collection development in coordination with representative from each branch.
- Smaller collections in some branches (GP, B40) reduces staff time needed to handle materials.
- Adjust shelving system- Use 2-3 decimal places for shelving. For the current collection, shelvers ignore any extra decimals (e.g., 741.5973 WAT would be shelved as 741.59 WAT or 741.597 WAT.) New materials would be catalogued with the revised specifications.
- Adjust shelving system- Consider "rough sort" for the nonfiction materials and non-print in some facilities, particularly B40. For example, all of the 500's could be shelved together in random order, or all of the 510's, 520's, etc. Examples are Downtown adult sorting shelves and the Downtown J Video collections. This greatly reduces shelving time.
- Interfile adult, juvenile. And young adult nonfiction collections wherever feasible.
- Consider making the very popular materials non-requestable at some branches. Several library systems in the Bay Area do this, including Santa Clara City and Santa Clara County.

Programs and Services:
- Programming would be centrally developed and delivered by a core group of staff members who would go to the various branches for delivery. The centralized programming team will seek input from local staff and other groups.
- Greater emphasis on virtual reference tools at all sites. Few hard copy reference materials in all branches except Downtown (due to space.)
- Staff and public training via the e-Branch.

Systems Operations and Support:
- As we invest more in technology, systems operations and support takes on an increased role.

Management:
- A Volunteer Coordinator position will be created to work with community partners to develop an excellent and trained volunteer corps who will work with regular library staff.

COSTS IDENTIFIED WITH IMPLEMENTING EFFICIENCIES

- Use of volunteers at LSB, Felton, and GP means less staff required, which results in system savings.
- Increased use of self-check reduces the staff time needed to perform routine check-out procedures.
- Decreased collection size at some branches reduces the staff time needed to handle materials and less courier service is needed.
- Use of centralized program development allows for concentration of staff energies and less staff time spent on developing programs.
- Emphasis on technology and e-branch would require initial and ongoing technology investments, as well as staff training.
- Use of mobile technologies by staff requires initial and on-going investments, as well as staff training.

Service Model C

Libraries and Community

There's been a dramatic change in the mission of a growing number of libraries across the country. No longer just static repositories of books and reference materials, libraries are increasingly serving as the hub of their communities, providing a broad range of services and activities. They are also becoming important economic engines of downtowns and neighborhood districts.

"Libraries: At the Heart of Our Communities" Planning Commissioners Journal, Summer 2009, Number 75

http://www.meadpubliclibrary.org/sites/default/files/Libraries_at_the_Heart_of_our_Communities_0_0.pdf

"12 Ways Libraries are Good for the Country" by Leonard Kniffel, editor in chief of American Libraries Magazine

http://americanlibrariesmagazine.org/features/12212010/12-ways-libraries-are-good-country

Measure B & R

Full text of Measure B (1996)
http://www2.santacruzpl.org/ref/measures/textfiles/1995_1999/1996november/measureb.shtml

Full text of Measure R, with analyses and arguments (2008)
http://www2.santacruzpl.org/ref/measures/textfiles/pdffiles/2008/20080603_R.pdf

Volunteers, Partnerships and Public Libraries

Get Involved: Powered By Your Library is a California statewide initiative designed to expand the visibility and contributions of skilled volunteers through public libraries. With tens of thousands of Californians, especially baby boomers, seeking new ways to use their skills and experience to make a difference in their community, public libraries are positioned to engage this talent to extend their capacity in the community and to develop advocates and supporters of their services.

http://www.library.ca.gov/lds/getinvolved/about.html#overview.

Service Model D

Introduction and Overview:

Service Model D enhances the library's impact on people's lives and its value in the community by delivering new models of access to services and by increasing the number of programs and services available to the community.

Service Model D is primarily driven by two areas: 1) library services -- which services the Library system provides and how and where the Library delivers these services and 2) branches -- which are located in locations that can serve the community . The library infrastructure (staff and facilities) is developed based on the services and branches..

Service Model D acknowledges that a library must be nimble and flexible in meeting the changing needs of our community. A library that continues to primarily serve current active patrons with the same services and programs as in the past, will, over time, see decreased or stagnant utilization of library services and subsequent reduction in the benefit to the community. Unlike most other library systems, Santa Cruz Library System has already begun that decrease in utilization. Between 03/04 and 08/09 (before the furlough and drastic cuts in library hours), Santa Cruz saw a steady decrease in the number of active borrowers (-9% over the five years). The 2010 Santa Cruz Community Assessment Project (CAP) indicated that over the past ten years (00-10), the number of SC library borrowers decreased by 6.2%. During this same timeframe many other libraries saw increases.

Therefore, Service Model D is designed to
- increase the number of people the library impacts
- provide what people need when and how they need it
- efficiently use resources

This service model looks to the future -- recognizing that a growing and unique value of the library system is to enable people to locate, access, use, and evaluate information in a variety of formats (e.g., electronic, print, audio, video,multi media). Maintaining a quality, relevant collection is a necessary component of this service model, but open hours and a collection alone are not sufficient to achieve the library's vision, mission and strategic priorities. It is the programs and services provided by a library which distinguish it from other virtual and physical information warehouses.

Service Model D creates a different approach to access -- integrating virtual, branch and community based services and aligning resources with needs. Services are delivered where people are (commercial corridors, transportation routes, errand and commute routes, and near schools).

Service Model D provides convenient equitable access to library services. Equitable access is defined as all members of the community having the opportunity to avail themselves of services, whether that be in a library facility, bookmobile, community-based program, or via the web and internet.
This service model provides:

- six library branches – Boulder Creek, Scotts Valley, Santa Cruz Downtown (Central), Live Oak, Capitola and Aptos – that are open a sufficient number of convenient hours;

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have relevant collections; deliver enhanced services and programs to meet their community's needs; and serve as robust centers of community activity; and

- access to services and materials in the community, outside of library walls -- expanding bookmobile, outreach and partnership services to increase the number of people touched by and benefiting from library services; and
- increased numbers and types of services and collections in virtual and online spaces, many of which are available 24/7 and which can be accessed inside a library branch, in a community space, and from home.

The service model is designed to:

- improve our current collections and to maintain a relevant collection of materials in diverse and changing formats; and
- enhance and consistently deliver quality programs and services inside and outside of library walls, as well as virtually; and
- take advantage of strategic opportunities and operational efficiencies, meet changing community needs, stay up to date with technology, undertake priority capital improvements and programs, and ensure a cash reserve cushion to meet cash flow needs and unexpected economic changes.

Service Model D forms a foundation for our library system to look to the future and take a big jump into transforming into a 21st century library. The service model will provide services that anticipate our community's needs and expectations. The infrastructure and other resources are provided to deliver value to an increasing number and variety of people and to actively support the key needs and goals of our community. The library is placed front and center in our community and remains vital, relevant, and flexible.

The service model also ensures that every dollar available is not spent (even after allocating funding to various reserve funds). This provides a comfortable cushion to address fast changing library needs and practices as we move forward and to handle any unexpected or unanticipated issues as the service model moves through implementation.

Design strategies include:

- fewer branches with sufficient open hours and located in convenient locations in our service area;
- balance between staff-provided services and patron self empowerment and self service;
- centralization of functions:
    o design and delivery of programs and services;
    o collection development and management; and
    o centralized reference & readers advisory staff that provides services remotely (phone, video or audio chat, email) and can be dispatched to branch(es) as needed.

- enhanced range of innovative programming across the system (literacy, informational, cultural, lifelong learning, etc.) designed to meet the community's present and emerging needs;

- current, relevant collections with a minimum of 8% of operating expenses spent on materials with increased amounts as affordable;
- maximized use of operating efficiencies, automation, and patron self serve options which have proven to be successful.;
- aggressive expansion of 24/7 virtual access to the library by increasing services and content and by providing easy to use and convenient e-materials, services, and self-service tools;
- up-to date technology (computers, downloadable stations, etc.) available at all branches;
- sufficient library staff with skills and experience to design and deliver excellent service at the level needed by the patron; sufficient staffing in place to make the facilities comfortable and welcoming spaces for users and to reach out to the community to deliver substantial services.
    - Service Model D will continue to commit to a consistent and excellent level and quality of programming designed and delivered by experienced staff in order to ensure all branches and areas in our community receive equitable benefits. Volunteers and partnerships will be used to enhance this level and to provide diverse programs and/or programs for specific audiences.
    - Volunteer use is optimized across the library system and is used creatively and effectively to enhance staff delivered programming and services, providing increased value to our community, as well as satisfaction for the volunteers.
    - A robust page program continues.

Service Overview

Services are delivered in community spaces, via bookmobile, in branches and virtually or online. Increased "touchpoints" -- or places (virtual, in branches and in community spaces) where the public come into contact with library services – will result in an ability for library services to be provided when and where needed and, therefore, can increase the library's value to the community, including those who are currently underserved.

Reference and Readers Advisory Services: The focus of reference is evolving -- moving towards educating patrons about how to discover materials meeting their information needs (information literacy), not in answering their question for them. The first point of contact can be in a branch, online, or in a community space. In a branch, the first point of contact at a single point of service desk will provide triage service differentiating between people who have complex information needs and those who have more simple and well-defined needs and then providing the level of services and appropriate referrals needed. Reference services will have three levels of service to support different needs of patrons: 1) focus on guiding and teaching patrons to find their own information; 2) moving the bulk of staff supplied reference service to a virtual and remote mode (connect to reference staff remotely and enhance web reference tools and materials); and 3) providing access to on site individual support for the more complex needs. This is a move away from a one-size-fits-all approach to an approach focused on the patron's needs.

Basic reference and readers advisory advice will continue to be provided on site based on patron needs and as staff time permits, but patrons will be steered toward (and shown how to use) the remote and virtual services. Branches will be sufficiently staffed (and programs provided) to provide assistance to patrons on how to locate materials/information and how to

use virtual services. A centralized, core reference staff, available 60 hours a week will be deployed as needed remotely, in branches, and in the community. A centralized reference staff member could be assigned shift(s) in any branch. Even though they "sit" at a specific branch, they will still be part of the Centralized Core reference Staff.

Web-based reference tools will be enhanced to make it easier to find and use information.

Programs and Partnerships: Programs will be enhanced and the number of programs delivered in branches and outside the walls of the library will increase. Additionally, virtual programs will be developed to expand access to programs from anywhere 24/7. To begin, Service Model D is designed to increase program services hours by 20%. Increasing the delivery of programs in the community puts the library in touch with residents who do not normally access the library, but can benefit from library services. Refer to examples in Community Based Services Section (below).

In determining the extent of programming and space for various demographics (e.g., teens, seniors), staff should continue to maximize opportunities to partner with community organizations (e.g., Boys and Girls Club, Teen Center, Senior Center, family resource centers). Library services could be offered on site at those organizations' facilities instead of "beefing up" the services and programs inside nearby branch facilities. The goal is to provide services at locations the target populations already gather.

Volunteers will be used to enhance and diversity programs beyond the staff delivered programs.

Santa Cruz is below the norm in program attendance per capita as seen in the below chart. :

2008/09 Program Attendance	Per Capita
California Public Libraries (08/09)	.36
Central CA county comparators (5 libraries) (08/09)	.32
National comparators (10 libraries)	.33
Santa Cruz	.26

Source: California State Library Statistics (08/09); PLS Data for 2008 (10 national comparators)

Collections: In the near term, this Service Model will meet the LJPB materials budget standard of a minimum of 8% of total costs. However, Santa Cruz does not compare favorably in meeting the average materials budget nationally (12.8%) or in California (10.2%).

Therefore, as the service model is implemented and stabilized and as funds become available, the materials budget could increase to meet library norms.   Note that this is not included in this service model's costing.

Reference materials will increasingly transition to the web via e-materials with fewer print materials available.   Availability of other e-materials and downloadables will also continue to expand as appropriate.

Deposit collections placed at various community locations (community resource centers, senior centers, etc) can also increase convenient access to members of the community who have difficulty going to a branch.   A deposit collection is a small collection of library materials that is provided to facilities on a scheduled basis (e.g. every 6 weeks), in partnership with facility management and personnel. Examples of eligible facilities include: special care homes, nursing

homes, housing complexes, daycares, preschools, community centers, literacy centers, and places of employment.   This expands access opportunities to people at those facilities.

Branch Overview:

The Service Model D SCPL system will maintain six branches -- Downtown Santa Cruz, Boulder Creek, Scotts Valley, Live Oak, Capitola, and Aptos. Library experts indicate that having fewer, larger branches is preferable because of the ability to utilize resources more efficiently. Although SCPL has only one truly large facility (over 20K square feet), Service Model D takes advantage of the concept, given the realities of our current infrastructure.

Despite what many library patrons may say they want (e.g. small, charming neighborhood library they can walk to), research indicates (according to Consultant Joan Frye Williams) that patrons use library branches very differently. They use branches that are convenient to where they actually go during their daily routine (e.g., near commercial areas and schools; along transportation corridors, commute and errand routes), not where they live. Santa Cruz library usage statistics clearly back this up with residents of most locations utilizing a number of branches (not just the local branch).

Most branches of Service Model D align with this criterion. The branches have demonstrated historically good utilization as most have functioned to serve patrons from multiple communities and are in or close to transportation and errand routes.

Branch hours are based on facility size, usage, and location and will range from 30 – 60 or more hours per week. A total of 286 open hours per week are spread over 6 branches (48 hours per branch). This compares quite favorable to California Library Systems with population between 150K and 400K and 5 to 7 branches which average 38 hours per branch (from California State Library Statistics 2008/09)

Downtown Santa Cruz (Central)

Because of its size, central location, and usage, the Downtown Santa Cruz branch will continue to provide an extensive collection in multiple formats.   Although print reference materials will be decreasing, this branch will house the most in-depth print reference collection of any branch in the system. Services and programs will be provided for diverse populations serving most demographics and addressing all strategic priorities.   Space reallocation opportunities include: reallocating prime spaces by moving a) Friends out of the lobby; b) book storage for the Civic Center sale out of this branch entirely; c) Genealogy out of the facility, and, possibly, d) the Californiana collection elsewhere.

This branch will provide:
- a minimum of 60 open hours spread across all 7 days;
- access to virtual, reference and readers advisory services. Similar to all branches, patrons will be guided to (and educated on how to use the virtual services but will be able to access on-site service if needed. Patrons will also be educated and empowered to locate information they need on their own;
- increased numbers of programs provided by the centralized programming staff, enhanced by branch staff and volunteers as appropriate;
- download station and possibly loan of e-book readers or other digital media devices;

- two service desks (one per floor) with a goal to consolidate all public services on the first floor through reconfiguration and remodeling and reduce the service desks to a single desk when funding for the remodel is available;
- Automated Materials Handling Equipment (AMHS) which will require some reconfiguration and/or remodeling and a detailed feasibility analysis by staff before purchasing the technology; and
- community meeting room and tutoring spaces.

Scotts Valley and Aptos

Because of their sizes and locations, these branches provide popular and basic reference collections in multiple formats, geared to all age groups, with a focus on targeted special populations as appropriate. Services and programs are focused on the needs and desires of the communities served. Children's programming and lifelong learning programming are likely to be priorities, with additional programs based on needs of patrons and enhanced by availability of staff or volunteers to deliver the programs.

These branches will provide:
- 45 - 55 open hours per week over 5 days each week;
- access to virtual and remote reference and readers advisory services with the central reference staff dispatched to these branches and providing on site reference services on a schedule as needed;
- Sufficient branch staffing to respond appropriately to patron needs, provide information literacy education and to steer (and train) patrons to virtual services;
- programs delivered by central programming staff, enhanced with local staff and volunteers as appropriate and available;
- download stations;
- AMHS after a thorough analysis by staff confirms that it would provide an appropriate return on investment in these branches; and
- community meeting and tutoring spaces.

Capitola, Live Oak, and Boulder Creek

These branches provide a focus on youth. The collections will include youth materials as well as a basic adult popular collection in multiple formats. Branch services and programs are focused on reading, viewing, listening for pleasure with youth as the primary targeted population. Materials and programs may be provided to meet local needs as appropriate (e.g., Live Oak may provide enhanced Spanish-language materials).

These branches will provide:

- 24 – 45 open hours 5 days per week.   In scheduling hours, Capitola and Live Oak are considered two parts of a regional branch.
- access to virtual reference and readers' advisory service. Education on how to locate information (e.g., use data basesdone as staff time permits or by scheduled programming delivered by the central group of program and services staff enhanced by volunteers and on-site staff as time permits).

- download stations as resources become available (not currently in Service Model D cost projections).
- Space re-allocation opportunities exist for Live Oak. While the Live Oak branch is new and quite beautiful, it is not aligned with area traffic patterns, parking is limited, and the functional design of the building not optimal for an efficiently-operated library branch. Therefore, the system should pursue reducing the space used solely for library services by sharing space with other public services or organizations. The intention is to maximize the County's investment in the facility by engaging in joint use of the space for community purposes. Key partnerships with other Live Oak area organizations and community service providers which are located in more central locations (e.g. Family Resource Center) could be enhanced and library services (including possibly a deposit collection) provided at the organization's site.

<u>Garfield Park, Felton, Branciforte,and La Selva Beach</u>

These facilities will be closed as SCPL branches and will be turned back to their respective owners and communities (none of these facilities are owned by the SCPL) to be repurposed as the owner/community desires. It is possible that the facilities could become resources centers with a library presence, reading rooms, volunteer-run community libraries, or community centers. As the community desires, a deposit collection of the current material might be left, furnishings might also remain, as well as the computers. Soquel and Ben Lomond have operated successful volunteer community libraries for a number of years and could serve as models. Community-based services (including the bookmobile) would be provided to the former branch locations, similar to the current approach in other county locations such as Bonny Doon, Davenport. . It is also possible that Genealogy and, potentially, the Californiana collections could be housed at Branciforte.

Community-Based Services: Bookmobile & Programming and Partnership Services Overview

Community-based services will be provided where people are in the community., They will address the strategic priorities of reading, viewing and listening for pleasure, and lifelong learning with literacy as a primary focus. However, these services will be tailored (one time or ongoing) to specific target populations..

As our community defines priorities and goals, library services can be developed to assist the community in addressing those priorities which might be for a healthier population, safer streets and communities, or improved environmental sustainability.

Taking library services to people where they are and go (child care centers, senior centers, remote locations, farmers markets, etc.) is a growing trend in libraries. For example, Howard County Library, which is consistently ranked one of the best libraries in the country, believes that library experiences should be delivered everywhere and libraries are "players in the community". Backing up inputs the Task Force heard from Consultant Joan Frye Williams, Glen Holt (Public Library Quarterly, July 2006, "What Makes a Library Great") indicates that libraries are not defined solely as buildings or collections anymore and that there is a need to integrate virtual, place and community-based services which serve both the weakest and strongest among constituents.

Community-based library services are geared to those members of our community who don't currently use library services or use them sporadically; perhaps don't feel comfortable or welcome at the library, or may have barriers to getting to a library branch. The goal is to provide convenient and focused services where people are. As a start, Service Model D strives to increase scheduled programming hours and bookmobile stops/hours by 20% from current levels. Partnerships and one-off events will be enhanced as resources permit. In addition to current core programs which provide services to seniors, children, remote or isolated communities, there are a number of creative community-based programs which will increase library "touchpoints" in the community. Some representative examples from other library systems include:

- mobile services – taking job training, job search or resume preparation programming to various community locations;

- services/programs in grocery stores in partnership with County Health on the issue of obesity;

- joint use – bringing services and/or a deposit collections to YMCAs, parks, children's museums, etc.;

- get library staff out into the community to answer questions and show how library services are relevant to citizens' information interests or issues (neighborhood association meetings, community meetings, professional groups, etc.);

- collaborations with organizations located near to branches to provide library services at the organization's site (e.g. The Boys' and Girls' club is located within a few blocks of the Downtown Santa Cruz branch and could be a platform for providing youth services outside the walls of of that branch;

- "Ask me how" - Have library staff at a table at the farmer's market or other community events to show how to find answers, reference or readers' advisory, questions using mobile devices, and the like; and

- library staff visits to waiting rooms at county services perhaps giving books to children, reading stories, registering new library users showing the services the library offers, and similar activites.

Virtual services:
The library will aggressively increase services and materials which can be accessed on line while at the same time decreasing print reference collections. This would include web-based, phone, and mobile device access. Easy-to-use reference and reader's advisory tools, and training materials.
All populations would be served. All strategic priorities are incorporated.

Virtual services are accessed from anywhere and everywhere 24/7.

Summary of operational efficiencies to be implemented in addition to those all service models have in common:

- AMHS (self check in and automated sorting) at Downtown Santa Cruz, Scotts Valley, and Aptos. The payback for automating material handling has been proven at many libraries of varying sizes. A significant reduction in staff (or volunteer) time needed to get materials in, sorted and delivered to appropriate branches is the major result, confirmed by a number of libraries' experiences.
- Optimized volunteer program managed by Volunteer Coordinator to enhance programs, services, and operations in branches, in community based locations and virtually.
- Fewer, larger branches to spread resources across fewer fixed facilities.

Additional information and data:

Open Hours:

Service Model D open hours are aligned with historical usage and compare favorably with open hours at the 7 California libraries that have 5-7 branches and are in the same population category as SCPL (California State Library Stats for 08/09)

2008/09 CA Stats	CA Comparators	Service Model D
System Hours	236	268
Average Hours per Branch	38	44.7

Circulation and Open Hours:

Service Model D aligns open hours more closely with usage, while still providing convenient open hours at each branch. With a 10 branch system, in order to keep the smaller branches open sufficient hours, open hours are constrained at the larger, more highly utilized branches. This misalignment of resources is inefficient and restricts access to a significant portion of the population.

2007/08 circulation and hours (prior to the cuts to hours and staff)

	% of system open hours	% of system circulation
4 branches with highest circulation	49%	70.4%
4 branches with the lowest circulation	32%	11.5%

Which Branches Do Residents Use?

Data from SCPL statistics which tracks circulation by branch and by residence location of the borrower confirms that people from one location use several (or more) branches. This usage is in line with what library experts tell us – that people use library branches based on their daily commute or errand patterns. In Santa Cruz, many people use more than one branch depending upon its convenience to their daily lives.

Santa Cruz Library Residents Use of Branches – 2007/2008		
Residence Location	# of branches used (>3% of the residents total	Branch with the highest percentage of residents' circulation

	circulation)	
Aptos	5	Aptos (76%)
Ben Lomond	5	Scotts Valley (41%)
Boulder Crk	4	Bldr Crk (69%)
Capitola	4	Capitola (51%)
Felton	3	Felton (37%)
La Selva Bch	5	La Selva Bch (47%)
Live Oak	4	Live Oak (53%)
Rio del Mar	4	Aptos (82%)
Santa Cruz City	4	Downtown (63%)
Santa Cruz Out *	7	Downtown (40%)
Scotts Valley	2	Scotts Valley (82%)
Soquel	5	Capitola (39%)

* Santa Cruz Out residents are from unincorporated areas outside of but adjacent to City of Santa Cruz (primarily Pasatiempo and areas between City of SC and Soquel City limits).

Library Use:

There is a significant disparity between the volume of circulation occurring at various branches. Some branches service primarily a local neighborhood and have lower circulation. Others serve multiple neighborhoods and locations because they are more conveniently located. Allocating resources to the smallest and lowest circulation branches reduces the level of service we can provide to the entire system. While everyone would prefer to keep all branches open, we have reached a point where it is no longer financially feasible. If the system were to be designed today, it is certain that branches would not be located where they are today. Continuing with the current 10 branches in order to serve a small percentage of the population in their own neighborhoods no longer makes sense. In 2007/08, only 11% of the circulation of the system was done in their local branches by residents of Felton, Garfield Park, Branciforte, and La Selva beach.

2007/08 Branch Percent of Total Circulation
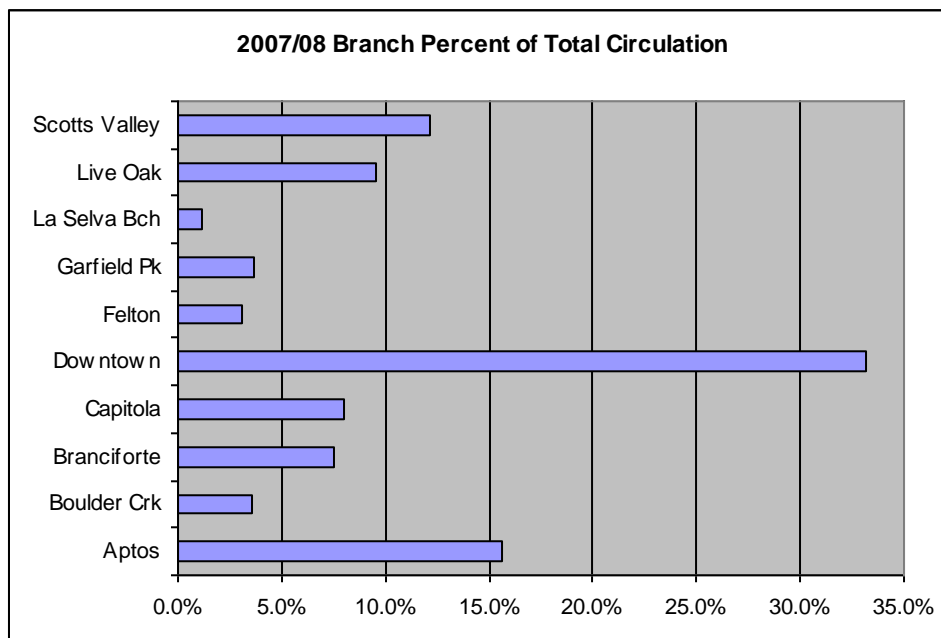
Decreasing Numbers of Active Borrowers:

Increasing the value of the library in our community requires us to stem the decrease in active borrowers by appealing to a wider population. Currently, 71.2% of the population are not active borrowers. Active borrowers as a percent of zip code population ranges from 19% in Brookdale to 31% in Scotts Valley (per 2010 Cardholder Statistics per Zip Code). Increasing relevance and expanding use of services is a priority in Service Model D and more fairly allocates funding received from the entire community.

Every community in the system has an opportunity to benefit more from library services than they are today.

APPENDIX VI: DIGITAL TECHNOLOGY STATION SERVICE MODEL

The Digital Technology Station:
A Specialized Facility for a Public Library
Thomas Karwin
November 6, 2010; Revised January 20, 2011

This paper describes a library function, the Digital Technology Station, to provide access to online digital resources and services. The Station could be a space within a larger facility or a separate facility, e.g., a repurposed branch library.

Digital Technology Station (DTS) services focus on self-directed access to (a) online resources, e.g., e-publications, websites, audio and video recordings, and databases, and (b) online services, e.g., interacting in real-time with reference or reader advisory services; reserving loans of physical materials through intra-library or interlibrary loan service; and accessing tutorials on uses of online resources and services.

A Digital Technology Station would not have a local physical collection of library materials. Computer software user manuals might be an exception, but such resources are accessible online and would not require acquisition and handling of local materials.

Objectives
- Provide access to digital services in response to public demand
- Maintain library services at a high level
- Reduce the costs of collections and material handling
- Make best use of the time of professional staff

Basic Functions
- Access to a multi-media computer with a headset for audio output, and a microphone and camera for audio-visual input. Use of the workstation would be free to library cardholders. Time limits (automatic shutoff) would apply when other patrons are waiting for access.
- Wireless access to the broadband Internet
- Wireless access to computer printers, with fee/page micropayments via cash or credit card
- Access to reading chairs equipped with e-readers (non-circulating)
- Self-check-out of "hold" materials from intra- or inter-library loan service
- Self-check-in (with printed receipt, ideally) for returns of borrowed materials
- Online tutorials provide extensive advisory services

Optional Functions
- Small-group meeting space for programming (e.g., digital literacy training, story time for children) scheduled centrally
- Group viewing of live or recorded digital audio-visual materials
- Circulating collection of e-readers
- Extended hours of operation (beyond 40 hours/week)
- Vending kiosk for beverages and snacks, with lounge space
- Vending kiosk for purchase of e-readers.

Transition Expenses

The cost of converting an existing library space or library branch facility to a Digital Technology Station would vary with the space, but is likely to include the following:

- Remove library materials and shelving;
- Replace existing furniture with furniture needed to support DTS functions;
- Re-carpet and re-decorate as needed;
- Update lighting and acoustical treatments as needed.

Capital Expenses

The planners of a particular Digital Technology Station would determine the appropriate complement of computer workstations and e-reader stations on the basis of projected demand, available space and budgetary constraints, and would add capacity as needed (within available space and funds) to minimize wait periods.

Operating Expenses – Site-specific

- Personnel – The Station is designed as a self-service facility and requires only an attendant to provide library cards, maintain peace & quiet, and ensure security of the equipment and facility. Volunteers could offer technical support, search assistance, homework assistance, etc.
- 1.548 Mbps (T-1) connection to the Internet. (A faster connection may be appropriate. See the American Library Association policy brief, *Fiber to the Library: How Public Libraries Can Benefit from Using Fiber Optics for their Broadband Internet Connection.* http://www.ala.org/ala/issuesadvocacy/telecom/index.cfm)
- Utilities, janitorial services, building and landscape maintenance, etc.

Operating Expenses – Centralized

- Programming
- Online Reference and Reader Advisory Services, via two-way audio-visual link
- Volunteer Coordination and Training
- Subscriptions to commercial e-publication services, to complement free services and personal subscriptions to e-periodicals
- Subscriptions to Interlibrary Loan Services
- Courier Service Contract, system-wide
- Computer Maintenance Service Contract, system-wide
- Janitorial Service Contract, system-wide
- Maintenance of the SCPL website, including Community Portal services
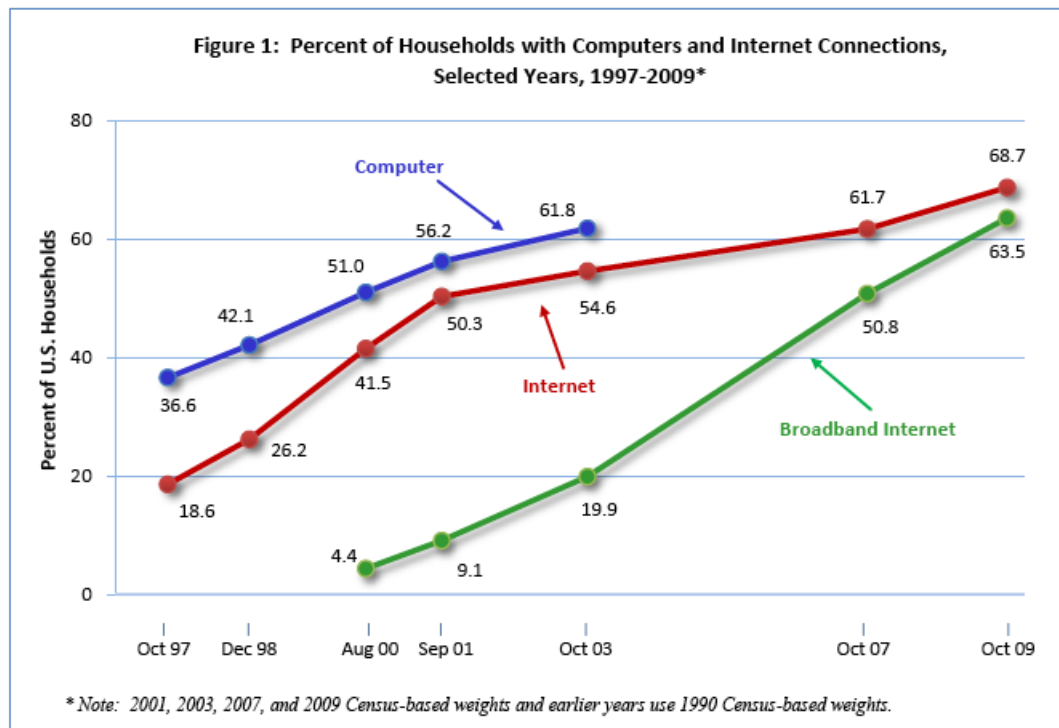- Administrative Support

APPENDIX VII: DIGITAL LIBRARIES

The Digital Environment for Library Services

Thomas Karwin, January 15, 2010

The broadband Internet is changing the information environment dramatically. Some (certainly not all) aspects of public library services should evolve in response to the changing needs of library users.

The broadband Internet supports high-speed digital communications: 200 kilobits per second in at least one direction, as defined by the Federal Communications Commission as. It offers great potential for change in economic development, education, personal growth, recreation and entertainment, and government services.

The federal government, state governments and private organizations—both for-profit and not-for-profit—are responding to this potential and studying related issues, e.g., the "digital divide," invasions of privacy, abusive and false communications, etc. The federal government is currently investing in these potentials by allocating $7.2 billion through the Broadband Technology Opportunities Program plus $1.95 billion to schools and libraries through the Universal Service Fund.

Figure 1: Percent of Households with Computers and Internet Connections, Selected Years, 1997-2009*

Note: 2001, 2003, 2007, and 2009 Census-based weights and earlier years use 1990 Census-based weights.

The process of transition to the broadband Internet is too complex and rapid to summarize here. Interested persons may refer to the related recent reports listed in References (below). The implications of this change for public libraries may be summarized as follows:

1. Library users have changing needs and expectations. Already, the library's computer stations are heavily used, and waiting lists are commonplace. As more information becomes available online, and more people gain digital literacy and awareness of the value and convenience of information in digital form, they will seek access through the library's resources, both on site and remotely. Although the cost of personal computers is dropping, growing numbers of people will rely on the library's workstations and related training and technical guidance. At the same time, library users will become increasingly self-directed and self-reliant as they interact with information sources.

2. As more kinds of information become available in digital formats, librarians need to gain knowledge and develop skills related to digital information, building upon their backgrounds in library and information sciences. Concurrently, libraries will house more digital hardware and software. While traditional forms of print media, i.e., books, magazines, newspapers, will continue to be important, the usefulness of these

forms will be optimal for narrow categories of information (to be identified) and for a shrinking number of users who favor those media.

3. As we continue to move into the 21st century's information environment, library services will have to adapt to changes in the forms of information and the needs and expectations of library users, and to benefit from the efficiency that is inherent in digital forms of information storage and distribution. Digital technology offers lower costs in three important aspects of library services:

    a. **Acquisition of Information**: Many publications are already markedly less expensive in digital form than in traditional printed forms. This difference will increase in time as the publishing industry learns to exploit the speed and low cost of digital publishing, and as more authors bypass the "go-between" publishing industry.

    b. **Handling of Materials**. Many of the costs associated with the handling of paper-and-ink media do not apply to the handling of digital media. The handling of printed materials involves substantial ongoing costs and personnel time for shipping and receiving books, shelving, checking out, checking in and re-shelving, repairing when damaged and replacing when lost or stolen. These costs and related space needs are minimal or non-existent for digital materials.

    c. **Support of Individual Library Users**. Digital technology can be used to provide several kinds of services to individual library users, thereby freeing staff time for other work, or maintaining service quality with fewer staff members. The first such efficiency is the use of self-checkout stations, which are already being installed in all SCPL branches. A second efficiency is the online tutorial, a versatile concept that contemporary libraries use extensively. Example: the San Jose Public Library has detailed online guidance about digital materials (www.sjpl.org/ebookhelp) and general library services (www.sjpl.org/services). Routine reference services also could be automated, given the vast informational resources of the Internet. A tutorial on effective use of search engines could enable many library users to gain self-sufficiency in locating information of interest. Amazon, Netflix and others and automating even highly personalized services, e.g., reading/viewing recommendations. Any service provided on a one-to-one basis is very costly and potentially could be digitized.

A systematic, thoughtful transition of library services to the digital environment would respond to users' needs and expectations, maintain high quality services in a period of shrinking budgets, and provide users with access to a growing universe of multimedia digital resources.

This transition also involves a change from facilities-based access to information to direct access.. Historically, the library has been the community's information depository, but with community-wide access to the broadband Internet, information can be delivered instantly to library users "any time, any place."

As we contemplate the implications of the digital environment for library services, we should recognize that all aspects of that environment are changing: the Internet is becoming more pervasive, workstations are getting cheaper and more capable, digital media standards are becoming more universal, and publishers are becoming more inventive. At the same time, library users are gaining digital literacy and appreciation for the convenience and empowerment of the technology. Whatever we see today surely will be different tomorrow.

Finally, we should recognize that the library will continue to be a vital gathering place for the community, and librarians will continue to provide irreplaceable personal contacts with individual users. Even as we consider the dramatic evolution of selected aspects of library services, we should acknowledge, honor and preserve the unique role of the library and the librarian.

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PRIVATE NOT-FOR-PROFIT SECTOR

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PRIVATE BUSINESS SECTOR

The private sector's numerous commercial services, combined with the rapid evolution of digital technology, make any summary of its actions obsolete in days, if not hours. Every day, it seems, the news includes reports of new companies, services, or achievements related to the exploitation of this technology.

Digital Technology. The relatively recent introduction of smart phones, netbooks, e-readers and the Apple iPad and its coming scores of competitors, as well as the rise of cloud computing and wireless access to the Internet all point to "any time, any place" access to digital communications. The rapid extension of high-capacity fiber optic services is adding to the growth of universal access to advanced services. (Note that fiber optics connections are available now, across the street from the Santa Cruz Public Library's central branch:

Cruzio. *Think Big About a Gig*.
http://www.cruzio.com/index.php?option=com_myblog&show=Think-Big-about-a-Gig-.html&Itemid=276

Digital Information Services. The very successful launch of digital audio services on the broadband Internet has transformed the music distribution industry. Today, the early stages of the launch of digital video services, called "Internet TV" (movies, television programs, and short video sequences) are beginning to transform the broadcast, cable and satellite distribution industries, and the development of e-publications are beginning to transform the book, magazine and newspaper publishing industries. The increasing number of publishers and distributors of e-publications is making major inroads into the print media environment.

Digital Marketing and Advertising Services. Direct marketing on the broadband Internet and the related function for tracking consumers purchase preferences are transforming the retail sales and advertising industries. The capability of the Internet to support individual transactions on a global scale is having a profound impact on the commercial sector, and seems poised to increase that impact in future years.

APPENDIX VIII Consultant Background and Information

Joan Frye Williams

Professional Experience

Current   **President - Joan Frye Williams**

Head of a consulting firm specializing in the design, planning, management, and marketing of library and information technology services.

1993-1996   **Vice-President - Best-Seller, Inc.**

Responsible for growing a Canadian library automation company. Primary focus was on enhancing, packaging, and introducing Best-Seller products and services in new markets.

- Secured capital for new product creation.
- Conceived and oversaw development of the new BestWeb line of Web tools, and negotiated agreements for their retail distribution.
- Established a highly profitable new consulting division.
- Renegotiated agreements for European distribution of the Best-Seller Integrated Library System.

1988-1993   **Regional Manager - INLEX, Inc.**

Responsible for all staff and activities in the twelve-state Mid-Atlantic region.

- Directed work of sales and support staff; closed key accounts.
- Negotiated and coordinated agreements with hardware, software and network providers.
- Assisted in design of new products and enhancements, and advised engineers and programmers on user needs.
- Evaluated non-library products and technologies for applicability in libraries.

1986 - 1988   **Client Services Director - INLEX, Inc.**

Directed all marketing activities and managed sales to installed customers.

- Supervised production of corporate proposals, publications and documentation.
- Originated uniform procedures, standard documents, and productivity tools.
- Represented the company as liaison to the INLEX Users' Group.

1982 - 1986   Consultant - J. Matthews & Associates, Inc.

One of two principals in a firm providing management and technology consulting to libraries, municipalities, universities, and government agencies.

- Supervised a wide variety of projects, including statewide databases, regional materials delivery systems, cooperative information service plans and telecommunications networks.
- Analyzed library and information market trends and evaluated existing and proposed products and services.
- Examined library operations and recommended service improvements, workflow adjustments, and cost-saving measures.
- Represented library clients in vendor contract negotiations and disputes, and testified as an expert witness for clients involved in litigation.

1980 - 1982   Program Manager - California State Library

Administrator of the California Library Services Act program.

- Advised the State Librarian and the California Library Services Board on matters of policy relating to the implementation of the California Library Services Act. Recommended projects and initiatives. Drafted regulations and developed procedures for implementing the Board's decisions.
- Coordinated distribution of $5 million in state grants annually.
- Monitored and evaluated service delivery in 15 multitype cooperative library systems and 164 public libraries in a statewide resource sharing network.

1978 - 1980   Systems Specialist - California State Library

Designed, promoted and oversaw implementation of the first California Statewide Database. Coordinated conversion, compilation, indexing and distribution of more than 28 million catalog records from 180 contributing agencies.

1975 - 1978   Documents Librarian - California State Library

Collected and indexed government documents. Provided reference and research services, including online database searching. Automated production of the *Monthly Catalog of State Publications*, reducing production delays by six weeks.

EDUCATION

M.L.S.   Summa cum laude, University of California – Berkeley

B.A.   Summa cum laude, Phi Beta Kappa, University of California - Santa Barbara

PROFESSIONAL AFFILIATIONS

American Library Association
California Library Association
Library and Information Technology Association
Special Libraries Association - Past President, Sierra Nevada Chapter

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